CENTRAL BANK OF EGYPT
Egyptian Banking Institute

EBI Study 2023

Succession Planning for Banks: Managing transitions and identifying new talents

Egyptian Banking Sector Case

Study prepared by:

Research and Awareness Members:

Yasmine Amr Soliman

Menna Mahmoud

Donia Moustafa

EBI Study 2023

Succession Planning for Banks: Managing transitions and identifying new talents

Egyptian Banking Sector Case

Executive Summary:

The field of talent and succession management continues to grow as more organizations implement talent review meetings, succession planning, and talent leadership development programs. For organizations to succeed, they need to identify, develop, and support the leaders that will drive their future strategy. When effective succession planning process is neglected, organizations are often unprepared for the loss of key employees. This kind of pressure has been accelerated more after COVID-19. The recent changes have shown that resilience must be integrated into every aspect of the banking industry including succession planning. A good succession plan is designed to be as crisis-proof as possible as it addresses both long-term and emergency succession needs, identifying roles that need to be filled and the right successors to fill them.

Banking industry professionals worldwide consider proactive succession planning as a key governance and risk management tool; designed mainly to minimize the adverse effects of a change in leadership while promoting a bank's resilience in difficult times.

Regardless of the degree of formality, an effective succession management program isn't just about the leadership positions. Succession planning can take place at every level of the organization, creating career paths that engage employees and equip them with the knowledge and skills the financial institution is going to need today and into the future. It is a core component of the HR strategy and it takes an organization-wide approach to employee development and long-term strategic goals achievement. However, it is not exclusively owned by human resources, but rather, is the responsibility of several key managers and employees in the organization.

In the Succession Planning study, we aim to tackle the importance and recent trends in succession planning management, the main pitfalls and the steps to develop an effective succession process, while assessing the status of formal succession process in the Egyptian banking sector. The first part highlights the importance of succession planning and the negative consequences of having a poor succession plan process. Part two discusses the design and the different steps of a succession plan's formulation while mentioning the common pitfalls and limitations. As for the third part, it gives an overview on some of the recent trends proving the urgency of succession planning in time of uncertainty and as a main driver of gender balance in the workplace. The Fourth and last part, it includes the results and analysis of EBI survey designed and distributed among Egyptian banks Human Resources' leaders; to identify the status of formulation of a structured succession planning process in Egyptian banks, highlighting how they are assessing their succession initiatives and what do they consider to be the benefits of and the barriers to successful succession management.

The study emphasizes that effective succession plan should include a comprehensive development system for employees, as it is not a simplified replacement process. HR should take a systematic approach and closely work on the interlinkages between succession planning process and other HR programs. Continuous evaluation of the succession planning program is also crucial for success, to cope with the fast-paced environment, job requirement continuous changes and evolving career expectations. Despite that the study proposes the main steps to design and build an effective succession process, there is no one-size fits all process for succession planning. In order to identify the potential leaders, the organizations' management should design the suitable process according to the unique personality, goals and the values of their organizations. To build their plan, organizations might use different methods to analyze the potential candidates' profiles. Some create talent pools for the next level of management; others might create talent pools for each specific position. One of the

most common tools used to help in the decision-making process is the 9-Box Grid that combines the measurement of both the level of performance and the level of future potential of the candidates. The assessment of the employees not only provides the list of candidates who are ready to expand their roles in the organization, but also allows to determine the areas of development for those who are not at that level of accomplishment yet. The advantages and limitations of the 9-Box grid tool is stated in details in the study.

EBI survey results show that generally Egyptian banks are highly considering the importance of succession planning, however more banks need to take more practical actions to formalize the process of succession planning. It is important to highlight that Egyptian banks are focusing to plan and develop successors mainly for the heads and positions directly reporting to the CEO and the mid-level managers come in the next place, while neglecting other employees and positions even critical roles and high potential employees. This narrow approach is one of the main pitfalls of the success of the succession planning strategy, as stated in the study this orientation may lead to determinantal gaps in important key positions and
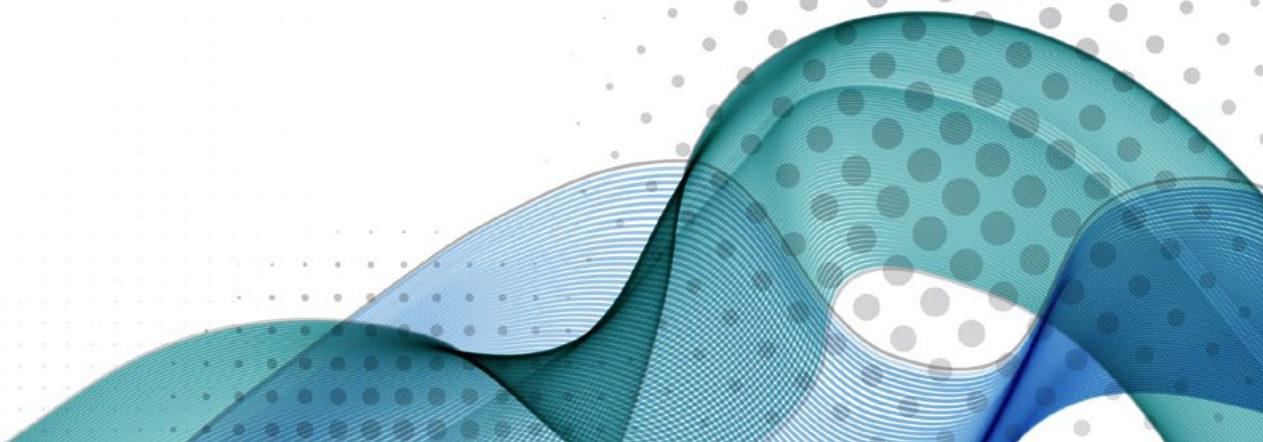
roles. It is also recommended to accurately verify the current and future needed competencies and skills of each critical role and deeply analyze the profiles of internal candidates. This accurate analysis aims at validating the availability of the right successors who are ready and capable to assume critical expanded roles while equitably exploring all the talented candidates.   A well-designed transparent succession planning formal process is the optimum solution to successfully achieve this aim.

Table of Content:

Part 1

**Succession Planning importance
for business**

A- The importance of having a succession plan as an ongoing process in banks

Succession planning is the process of identifying, developing, and allocating the right talent with high potential as successors in critical roles, and preparing them for expanded organizational responsibilities through job assignments and other developmental activities.

Effective succession plan is not a simplified replacement process, as it includes a comprehensive development system for employees. The plan should involve identifying business-critical roles at every organizational level in addition to C-suite roles where not having a successor in the event of a sudden departure would cause significant disruption to the whole organization's operations.[1]

Therefore, for banks to thrive and survive, developing an ongoing succession planning process is crucial as it offers banks the framework to cultivate potential successors and to identify the needed skills and competencies to be ready for the future. This is in addition to enhancing capabilities through staff professional training and development, that facilitates ways to equip internal candidates with the right skills to move to future key roles.

Since banking environment is competitive, banks should be equipped with a proactive and well-defined succession planning process to replace the resigned/retired key team members in a short space of time in order not to be left behind. Succession planning is a key factor promoting bank's resilience in difficult times, while supporting the whole organization's continuity and viability.

The process starts by exploring which positions would have a noticeable impact on the business if they became vacant. The ultimate objective of an effective succession plan is to ensure all critical positions are occupied continuously and seamlessly. However, some negative impacts may arise by ending up having many employees as successors for the same position, or a single employee as a succession candidate for many positions. This just emphasizes the need for a well-structured succession planning on board.[2]

Having a well-structured succession plan has a number of benefits for any bank as follow:

– Aligning capable individuals to emerging positions:

It is worth remembering that succession planning is not just about a position-driven replacement, but it is a well-planned, long-term procedure resulting in building a number of internal capable and qualified candidates who are ready and well prepared to handle emerging positions.

– Retaining experienced employees:

The existence of effective succession planning diminishes the need for an external search of qualified candidates to fill specific key positions, as it improves the retention of experienced employees. When employees are aware that they're valued, considered for key positions, and offered clear opportunities for their career's growth, they will become more loyal to their organizations, and won't search for alternatives.

– Revealing skills gaps

Succession planning provides a risk assessment framework that helps in highlighting skill gaps

---

[1] Olejniczak, Linda. (March 2021). HR's Role in Succession Planning. *Small Business Association of MICHIGAN (SBAM).* https://www.sbam.org/hrs-role-in-succession planning/#:~:text=The%20role%20of%20HR%20in.prevents%20potential%20 misconceptions%20and%20rumors

[2] Orgvue. (2021). What are the benefits of succession planning. *Orgvue.* https://www.orgvue.com/resources/articles/what-are-the-benefits-of-succession-planning/

within the organization's workforce. It enables the employers to regularly review the current organizational structure per department and reveal the skill gaps that may negatively impact the organization's workflow in the short and long term.

– Focusing on current and future business goals

A well- developed succession plan enables business leaders to focus more on achieving current and future business goals. Given that in case of a crisis/ sudden change or in case a key position becomes vacant, the business can still operate at its total capacity, and successfully compete in the market without allowing competitors to take advantage of such incident.

– Reducing recruitment expenditures

The hiring process is time-consuming and expensive when considering the cost of advertising, training, probation, and other expenses. Therefore, a well-defined succession plan reduces these expenses by allowing the existing employees to learn new skills and transit smoothly into key positions.

– Guarantying knowledge transfer and process refinement

It's important to build a culture where knowledge is shared, rather than just being held by one individual. Further, it is very critical to document the transfer of knowledge.[3]

When experienced employees retire or leave the business after a long tenure, they take with them a ton of knowledge that will be hard to replace. Thus, one of the prominent advantages of succession planning is to guarantee the transfer of the experienced employees' valuable knowledge to future potential leaders who will take up the reins. This could be accomplished by prioritizing succession paths that highlight employees whose departure is planned or anticipated.

Alongside knowledge transfer, ambitious potential successors will be opened to the recommendations of outgoing colleagues, will have the opportunity to review business processes, and procedures, question existing methods, improve themselves and make a remarkable impact.

---

[3] Tyler, Kathryn. (2022). Succession Planning Is Critical in Uncertain Times. HR Magazine spring 2022. Society for Human Resource Management (SHRM).
https://www.shrm.org/hr-today/news/hr-magazine/spring2022/pages/succession%20planning%20is%20critical%20in%20 uncertain%20times.aspx

B- Negative consequences of having a poor succession planning process

The lack of a succession planning strategy increases the workforce risks and may lead to a whole business's failure.

The negative consequences and risks linked to a poor succession planning process can be listed as below:

– Selecting the wrong candidates:

When there is no structured succession planning process or potential successors' determined profile, there is always a risk of selecting the wrong internal or external candidates who are not qualified enough for a major role, especially when there is an urgent need to fill a vacant position swiftly.

– Losing experienced employees and relationships:

When knowledgeable and experienced employees leave the organization due to a poor succession plan that does not empower them to move smoothly to higher positions, they not only take with them all the knowledge, skills, and experience they gained, but they may also take all the relationships they have built in their roles with stakeholders and clients, that could be of benefit to the organization.

Moreover, losing skilled employees in highly specialized roles makes it very challenging and difficult for the organization to find replacements. As a result, high efforts and costs will be required to retrain and recruit new candidates.

– Rising Financial Instability:

The sudden departure of a key leader/figure within the organization may lead to financial instability to business. There are lots of threats imposed by the sudden leave of key figures such as the disruption of third-party/partner relationships, reputation's weakening in the market, loss of revenue or shares, and so on. The unavailability of the right replacement to fill the vacant role caused by a poor succession process accentuate the risk and the pressure on the business and financial performances.

– Disengaging Employees:

Lack of transparent succession planning disengages employees, as they become not aware enough of their career path inside the organization.

Accordingly, having a transparent succession plan that informs candidates of their potential next role can increase their engagement, facilitate targeted development efforts and drive business results.

**– Focusing on existing roles and neglecting future business needs**

Poor succession planning focuses only on existing leadership competencies' needs without a projection to the future and unexpected changes. The misalignment with future business needs makes the organization at a high risk while increasing the probability of losing clients and market share.

– Losing loyal customers:

The lack of adequate experienced and skilled staff due to poor succession planning affects the quality of customer services provided. When customer satisfaction is not met, the organization will most likely lose its loyal customers, as they will turn to the other competitors in the market.
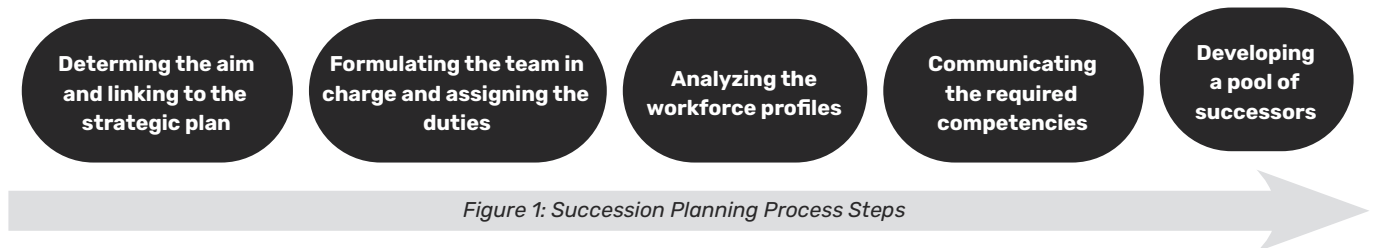
Part 2

**Designing the process and
the steps to build an effective
succession planning process**
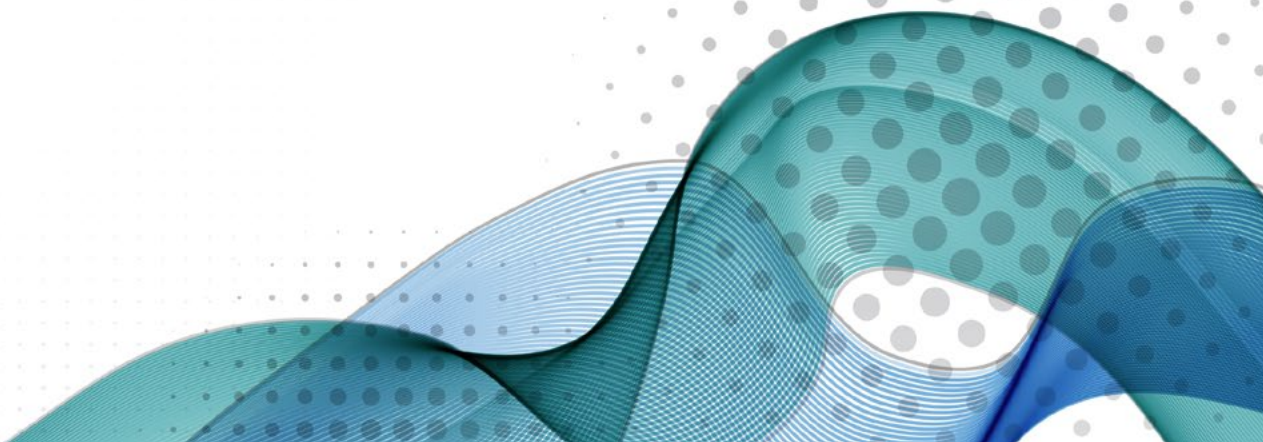
A- The stages of formulating a succession planning process

Preparing for succession planning is similar to starting a new business.[4] The responsible team/person in charge has to determine the vision, mission, and goals of the plan. This is in addition to determining the scope of the entire project by deciding how many levels of leadership will be addressed. The main steps to formulate a succession process can be summarized as shown in figure (1) and the following 7 detailed steps.

| Determing the aim and linking to the strategic plan | Formulating the team in charge and assigning the duties | Analyzing the workforce profiles | Communicating the required competencies | Developing a pool of successors |

Figure 1: Succession Planning Process Steps

1- Determining the reasons and aim of developing a plan:

To start, it is crucial to precise the aim of developing a formal succession plan, in order to construct a customized tool that suits the organization's specific needs. The reasons may include one or more objectives as follow:

- The belief that having a succession plan in place is a very crucial proactive strategy for retaining the talents and developing a pool of successors.

- The expectation of a close scheduled retirement in several managerial and key positions.

- The organization's orientation towards a different direction, requiring new set of competencies and skills.

2- Linking the succession plan to the overall strategic plan

The two plans strategic and succession plans should be directly and closely linked to realize the real value and guarantee the targeted success. By doing so, both the internal and external customers will have a clear vision about the business's current objectives and future perspectives.

3- Formulating the succession planning team/committee:

The top priority in the succession planning preparation stage is formulating the succession planning team. This typically involves the board members, top management and human resources team. It's also vital to the success of the program to invite members based on the contribution they can bring to the process rather than just paying attention to the titles.

In some organizations the succession planning team is composed only of senior managers. However, creating a project team with representatives from different levels and areas throughout the organization will create support for the plan by sending the message of developing a fair and equitable system of promotion. Including employees who are process-oriented, effective communicators, and knowledgeable about job competencies and competency development will add a great value to the whole process.

It is worth noting that the succession plan success depends heavily on the commitment and professionalism of this team. The diversity, communication skills, and work ethic of the members of this team will not only determine the quality of

---

[4] Atwood, Christee Gabour. (March 2020). Succession Planning Basics Series: ATD Training Basics Series. Second Edition. Alexandria, VA: *Association for Talent Development (ATD)*.

the succession plan developed but also how well it is accepted.[5]

a. The main groups that should be included in the succession planning team:

– Top Management:

A successful succession plan should be fully supported by the top management team of the organization. The CEO and the deputy/deputies should be regularly updated by the steps and the progress of the plan. The CEO's commitment demonstrates to the rest of the organization that this is a crucial ongoing process and a priority not a passing initiative or event.

– Management Levels (departments' heads):

Highly effective managers from different departments should be involved and selected according to specific criteria while neglecting politics considerations to join the team. Choosing team members who are open to ideas and communication from employees to improve the process and final results, is a key point that should be taken into consideration.

– Key Areas Representatives:

It's important to invite representatives from key areas to serve on the team. **For example:** if major technology changes are affecting the organization, information technology representatives should be included.

– Long-Time loyal Employees:

The invitation of long-time employees of the organization adds an important value; as they are representing the culture of the organization and based on their experience they can help to avoid repeating past mistakes.

– Human Resources Specialists:

The role of HR in succession planning is that of architect and facilitator. It is not to make key selection decisions on behalf of the organization.[6] It is the job of HR to work with the top management in order to create and maintain a proper succession plan. HR specialists' role includes compiling and analyzing data as well as maintaining an effective process and ensuring its continuation. While there are many ready templates out there, it's always best for the HR team to design their own process to ensure that the used tool meets the exact needs and culture of the organization.

HR should take a systematic approach and closely work on the interlinkages between succession planning process and other HR programs.[7] Succession planning without integrated efforts for successor development is simply replacement planning. Thus, it is highly important to ensure, customize, monitor the implemented development plan to make sure that the successors are ready for promotion. Continuous evaluation and iteration of the succession planning program is also crucial for success, to cope with today's fast-paced environment, job requirement continuous changes and evolving career expectations.

When it comes to the optimum number of the succession planning team members, this might sound like we are working toward a huge group, but actually the optimal number of people for the team is 7 to 12 members. More than that and they might have trouble getting a consensus; fewer than that and they don't get enough diverse opinions and backgrounds.[8]

---

[5] Ibid

[6] Olejniczak, Op. cit.

[7] Ibid

[8] Atwood, Op. cit.

b. The Succession planning team main duties

The Succession planning team has to manage the process through different duties as follow:

- Developing succession planning tools.
- Identifying key positions and skill gaps.
- Identifying competencies for key positions.
- Providing suitable developmental opportunities through training, learning opportunities and knowledge transfer strategies, in order to develop the required competencies.
- Updating performance reviews systems and Individual Development Plans (IDPs).
- Communicating opportunities of new/key positions to employees.
- Managing the succession planning process, databases and all needed documentation on an ongoing basis.
- Promoting two-way communications on the succession plan to employees and potential candidates.
- Informing employees of opportunities for advanced and leadership roles.
- Coaching employees on needed development to be considered for advanced and leadership roles.
- Evaluating the effectiveness of succession planning initiatives and making recommendations.

c. The role of the employees in the succession planning process:

Despite the important role of the succession planning team, employees have to take responsibility for their own development in the succession planning process to develop into advanced roles in the organization. This role may include the following points:

- Learning about key positions and areas and the associated competencies.
- Discussing career goals with direct managers and coaches.
- Being open to feedback and coaching and adjust as needed.
- Assessing training development needs with the HR and the direct managers.
- Taking advantage of developmental opportunities.
- Regularly reviewing IDPs with the departments' heads.

4- Analyzing the current workforce profiles:

The aim of this step is to analyze the current workforce profiles and status to compare between the needed demand and the potential supply of leadership candidates. In this phase the team will need to determine the competencies associated with the key positions and prioritize the critical positions that should be addressed first. This helps in determining the strength of the leadership talent and the gaps that need to be addressed by training and development opportunities.

After doing the necessarily data collection, the succession planning team using multiple sources such as surveys, assessments, SMEs guidance and successful practices screening, will be able to identify the competencies that the employees have to acquire to be qualified/eligible to expanded higher roles and positions – *Check the main competencies selected by Dole Company in the appendix.* The deep analysis can be done through **demand side analysis**, **supply side analysis** and finally a **gap analysis.**

Demand Side Analysis

A demand side analysis reviews the current candidates that are included in the scope of the succession plan and the competencies that meet the future needs of the targeted positions.

The following points should be analyzed:

- Analyzing the new strategies and initiatives influence on the staffing and budgeting plans.

- Precising the leadership/managerial positions that are at the greatest risk for vacancies due to retirement, historical high turnover rate or expected promotions.

- Precising the positions and the areas that are most linked to the organizational strategic objectives.

- Identifying the areas that may become more important to the organization due to changes in the market or the regulatory landscape.

- Identifying the expected changes in the jobs/ functions and the workload as a result of updated market conditions.

- Setting the skills needed in the organization's different areas and the learning activities that can build proficiency in those skills.

- Evaluating the need of redesigning the divisions/departments classification and the reporting relationships inside the organization.

- Selecting the key positions that will manage the workflow's redesign if needed.

Supply Side Analysis

A supply side analysis for an organization can be conducted by using the statistics of the historical rates of the employees and talents turnover. This is in addition to determine the current supply of leadership candidates and the L&D opportunities available for those talents, the following data has to be collected:

- The number of employees in leadership positions.

- The current competencies framework associated to the leadership positions.

- The retirement eligibility statistics.

- The average time to fill in vacant positions/ vacancies.

- The average number of vacancies in a year.

- The turnover rates statistics.

Gap Analysis

Combining the results of both the demand and supply analysis will help in identifying the gap analysis; highlighting the situations/areas where the current workforce and future needs are not well matched. The gap analysis can help answering the following inquiries:

- The current status of having a formal/informal succession plan in place and the degree of this process efficiency.

- To which extend the current workforce can cope with the changing trends in the marketplace.

- To which degree the current workforce possesses the competencies needed to fill the key positions.

- The percentage of the vacancies filled-in by internal vs. external candidates.

- The projected loss of the personal in the key positions due to normal retirement or contract expiration.

- The key areas' functions that can be outsourced.

Based on the 3 sides' analysis, the team will have more clear vision about the high potential employees ready for expanded roles which will positively impact the degree of efficiency of the employees' development plans and the recruitment strategies.

An internal depth form can be developed for each candidate as shown in table (1) and the team will be able to categorize the candidates to 3 main categories:

- Ready to directly move to leadership roles

- To be ready in the near future

- Still need considerable development time before stepping into a key position in the organization.

Name	Karim Mohamed
Current Position	Senior Analyst
Time in current position	3 years in current position
Years with Organization	5 years in the organization
Readiness	Ready within 1 year

Table (1): Internal Depth Form Template Example

5- Transparent communication to the new required Competencies:

In addition to the crucial importance of the regular updates of all the job descriptions' documents for the staff in their current positions, employees should be fully aware and introduced to the required competencies for advancement in their departments. This is in addition to being equitably enrolled in relevant learning opportunities to develop those competencies.

One of the most important methods of communicating with employees about the competencies needed for advancement is the one-on-one coaching session. These sessions should not just be a part of the annual performance review with the employee. True coaching and employee development occur formally and informally throughout the year.[9]

6- Developing a pool of candidates/ potential successors:

The previously identified job profiles and linked competencies' lists will allow the team to accurately assess the qualification and the potential of the candidates. In order to select the right successors for key positions, a final selected pool of eligible and

interested candidates should be created.

The talented pool creation can be done through two approaches:

- **Self-nominations:** Employees can be allowed to show their interest in career advancement, leadership roles and a shift/move to different role of special interest.

- **Leaders/Management nominations** upon deep observations to the demonstrated managerial and leadership characteristics, performance assessment on strategic projects, understanding of the career goals...).

To formalize the process an official application and nomination form should be designed to be submitted by the employee or the management.

To promote the Management's nominations, the Organizations' leaders and the department's heads are encouraged to prepare a checklist with several inquiries to have an impactful role in the succession planning process, the inquiries may include the following:

- Do you allocate time to discuss your team career plans and interests?

- Are you fully aware of your team members competencies and skills?

- Do you guarantee for the team the relevant learning opportunities for development?

- Do you track the developmental progress of your team?

- Do you know which employees are interested in moving into expanded roles and which would like to move into other function or participate in different roles (cross-functional)?

- Have you considered which key positions in your department may be vacated in the near future?

---

[9] Ibid

- Have you planned for the right successor/s who could handle key positions in the short term if the need should arise?

- Do you hold formal and informal coaching sessions with employees to determine changes in career plans and interests?

- Do you review multiple perspectives to assess the candidates' capabilities, including supervisors and peers' feedback?

At this point in the process, organizations might use different methods to follow up with candidates. Some create talent pools for the next level of management; others might create talent pools for each specific position. One of the most common tools used to help in the decision-making process is the 9-Box Grid.

As shown in **table (2)**, the **(horizontal line)** measures the level of performance of candidates as high, medium, or low. The **(vertical line)** assesses the level of *future* potential as high, medium, or low. By combining these, the top leadership candidates will appear in box 1 of the grid. The next highest boxes (2, 3) indicate other employees who could be developed and move into box 1. The other boxes can be used to identify other talent management considerations including development plans, coaching needs or positions' changes.

Assessment of the nominations not only provides the list of candidates who are ready to expand their roles in the company but also allows to determine the areas of development for those who are not at that level of accomplishment yet.[10]

9-Box Talent Grid Template			
	Low Performance	**Moderate Performance**	**High Performance**
High Potential	These are seasoned professionals capable of an expanded role. These employees demonstrate a strong willingness to change or adapt to address weaknesses. **Sugg. Action:** Invest in additional coaching or training **⑤**	These are highly motivated employees that do extremely well at their current job with potential to do more. **Sugg. Action:** Consider assigning them more challenging tasks or transfer them a role that will stretch them. **②**	These are employees that consistently perform well in a variety of assignments; they are superstar employees. Big picture thinkers, problem solvers, self-motivated. **Sugg. Action:** Offer development opportunities to these employees for leadership role. **①**
Moderate Potential	With the right support, these employees should be able to succeed in their current role. **Sugg. Action:** Invest in coaching or training, or place them in roles that may be a better fit. Focus on stretch goals for this employee. **⑧**	These are effective performers who may need more time to grow in their current role. **Sugg. Action:** They may be considered for job enlargement at the same level. Assign tasks or projects that will challenge or invigorate them. They may need coaching in several areas, including people management. **⑥**	These are strong team members who may be facing limitations to their potential. Their current roles may still provide opportunities for growth and development. **Sugg. Action:** Identify areas for coaching and development. They may require help on improving strategic thinking. **③**

[10] Ibid

9-Box Talent Grid Template			
	Low Performance	**Moderate Performance**	**High Performance**
Low Potential	These employees lack essential competencies and may be resistant to coaching. **Sugg. Action:** Invest in coaching or training; they may be reassigned, reclassified to a lower level or exited from the organization. **9**	These are effective performers and solid contributors to the organization, but they may have reached their career potential and may be feeling unsure of their career path. **Sugg. Action:** Coach employees on becoming more innovative, focus on lateral thinking. **7**	These are experienced high performers and outstanding team members who may have hit the limit of their career potential. **Sugg. Action:** They are still valuable employees; consider them for mid-level management and develop communications with them. **4**

Table (2): 9-Box Talent Grid Template

Source: Workforce Group

a. Advantages of the 9 Box Method:

– Facilitating the exploration of the employee's strengths and weaknesses:

Sometimes, using a tool like 9 box-grid encourage leaders and direct managers to focus more on their team members' contributions, achievements and demonstrated knowledge beyond the current role's requirements. Thoughtful consideration and documentation of these events help make conversations about employee performance more concrete.[11]

– Identifying the gaps in teams

Once missing skills and knowledge are identified among the team members, the manager can get a clearer vision of the larger skills gaps in his/her department. If a common gap is highlighted in multiple employees, this can point to the need for broader training and mentorship developments.

– Helping employees understand performance expectations

The 9-box template provides a defined and structured document that can help an employee visualize their own balance between performance and potential at a given point in time.[12] On an individual level, this tool can encourage some employees to seek out learning and development facilities, to work hard and to move toward a better balance between potential and performance.

– Assuring "Multiple Perspectives Assessment" and succession planning shared accountability:

Appropriately filling out a 9-box grid requires multiple data and information from performance reviews, competency-based assessments, training and certifications records, peer reviews, human resources and other sources from managers. In this case, the direct manager will not be the only assessor of the employee's performance and potential, which create a positive shared accountability of the succession process due to the inclusion of multiple perspectives of assessment.

---

[11] Juckett, Aaron. (March 2022). 9 Pros and Cons of 9 Box Succession Planning.
https://www.esoppartners.com/blog/9-box-succession-planning

[12] Ibid

7- Succession planning evaluation phase:

Succession planning is an ever-going process. It should be revisited continuously to assess its success and to make sure that people are on track and to cope with the continuous changes and movements within the organization. They also need to be translated into firm, actual action plans that are carried out by key individuals.

Each action plan should incorporate the following:[13]

- Measurable goals.

- Specific timelines.

- People who are accountable for taking various steps or applying required processes.

- Continuous monitoring by the succession planning team.

- Evaluation on an ongoing basis.

- Adjustments when unexpected events occur.

Tracking measurable progress indicators and regularly sharing the results with key stakeholders demonstrates the value of the succession plan and keeps its importance on top of mind. This tracking process can start with the selection of a group of key metrics. The team in charge has to record the numbers from these metrics at the beginning of the process while keeping track of the progress. In order to evaluate the progress of the succession planning a **"Talent Progress Scorecard"** can be used.

The Talent Progress Scorecard Template allows the review of the outcomes of the succession plan across several important indicators on an ongoing basis. It will make it easier to justify the budget, ask for budget increases, or get the buy-in from executives in other areas. To maximize the benefits of the **"Talent Progress Scorecard"**, it is important to consider what to measure and when. At a minimum, the Talent Progress Scorecard should be updated every 6 months as recommended by SIGMA.[14]

Benefits of a Talent Progress Scorecard

Talent progress scorecards are practical tools to assess the progress of succession planning. The benefits of using the talent progress scorecard include:

- Facilitating a regular measurement and tracking of success metrics.

- Enhancing the ability to identify the trends and changes over time.

- Improving the ability to measure return on investment (ROI).

- Displaying progress indicators and increasing the employees' motivation.

- Showing early signals indicators for non-effective or slow development/progress.

---

[13] TALENTGUARD. How to Design a Succession Planning Template. TALENTGUARD
https://www.talentguard.com/blog/how-to-design-a-succession-planning-template

[14] SIGMA Assessment Systems INC. Talent Progress Scorecard Template. SIGMA Assessment Systems INC
https://www.sigmaassessmentsystems.com/talent-progress-scorecard-template/

Each organization should prepare its customized talent progress scorecard template while choosing the most relevant indicators. Impressive numbers, such as money saved or time delays prevented should be highlighted.

In the Talent Progress Scorecard template, some basic indicators can be added as stated in the below example in **table (3).**

Talent Progress Scorecard Template			
Indicator	**Date**		
Critical Positions Filled Internally (%)			
Management Positions Filled Internally (%)			
Average Time Hi-Potentials in Same Role (Yrs)			
Hi-Potential Turnover (%)			
Critical Positions with 3+ Successors (%)			
Average years till ready			

Table (3): Talent Progress Scorecard Template Example

Reference: Sigma assessment systems

B- Succession planning common pitfalls and limitations:

1- Common pitfalls:

– Having a Narrow vision and focusing on executive level positions:

Some organizations tend to orient their efforts only to apply succession strategy on executive level positions. This approach can lead to detrimental gaps in key roles and positions. Succession planning should be embedded at every managerial level going beyond the first and second organizational layers.

– Using inefficient tools and strategies:

One of the top challenges in reaching an accurate successful succession plan is to be fully aware of the employees' competencies, skills, values, interests and to select the right successors without biasness. When carried out incorrectly, succession planning can have negative impacts on the employee and the whole organization. In this regard using technology and succession planning software/systems is essential, it is all about data and factual information that can assist in the promotion decision process *– Check Dole Company's selection to the suitable software in the appendix.*

It's important to be proactive about succession planning. The sooner the team gets a plan in place and have the right technology to execute the plan, they will be able to reap all the benefits of a proper strategy.[15]

– Lagging behind the market's orientation and the changes of the future of work:

The succession planning team should allocate enough time to study the trends and the orientation of the market and to regularly check the requirements of the future of work locally and internationally. Neglecting this step can harm the whole process and the successors will not be equipped with the needed skills of the future and changing environment.

– Delegating full succession planning responsibility to HR:

Normally the HR team should be in charge of the succession planning process, however, assigning the full responsibility of this step only to the HR function is typically not effective. Succession planning should be an organization-wide continuous process. It is important to highlight that the lack of the management support is one of the most common reasons of the succession planning failure.

– Inadequately documenting the succession planning metrics and evaluation:

Sometimes, when the team is engaged in several tasks and deadlines, the accurate documentation process is neglected. However, the inadequate documentation of this process will have negative consequences on the accuracy of the evaluation of the success of the program. Without tracking clear metrics, the team will not be able to defend the selection decisions and to request extra budget.

– Failing to update the succession plan regularly

One of the most common pitfalls in the succession planning is the lack of regular review and update of the whole process and the candidates' professional progress and readiness re-evaluation. Succession planning is a dynamic process that should be regularly updated to cope with any unexpected internal or external major changes.

---

[15] TALENTGUARD, Op. cit.

2- The Limitations of the 9-Box Talent Grid:

Despite the common usage of the 9-Box grid as a one of the most important strategic HR tools in the succession planning process, however some limitations arise as follow:

– Manager bias and misunderstanding:

The framework may be prone to some degrees of human errors and subjectivity during the allocation of the employees in each category. Normally, the managers' personal perspectives and backgrounds may influence their decisions. Even though managers collect data from multiple sources, it can be difficult to separate individual bias from employee evaluation processes. Personal preferences, characters' differences and communications problems may impact the manager's objectivity. In this matter, it is important for managers to recognize and deal with their own biases.[16]

– The plausibility of the tool and distinction between the grid two measures "Potential" and "Performance":

The two measures may be too closely linked. It is not common to have an employee with current poor performance and high level of potential. As a result, some organizations have replaced potential with other measures, such as agility or aptitude for change which may provide more context relevant and objective criteria.

– Potential is complicated to measure:

The assessment of an employee's potential and/or expected professional growth is subject to several factors and can be complicated. An employee that's capable but unwilling to move to an expanded role can be evaluated differently by several parties. It's also possible that an employee's potential may include competencies that aren't necessarily in demand or valued at an organization today and he/she may be at risk of being undervalued.

– Risk of "Employees Labelling":

It is important to highlight that the 9-box grid is a snapshot in a given time. However, sorting employees into nine boxes carries with it the risk of labeling an employee as a "type" and seeing the categorization as static and permanent. If an employee is assigned as a weak employee in the grid, he/she may find difficulty to change this labeling which will put him/her at a risk of stagnation on the job while increasing the frustration's level.

– General cultural negative vibes:

Announcing the results of the assessment among the employees and teams may create a risk of employees comparing their ratings with one another, interfering with teamwork spirit and infusing negativity into the productivity and the culture.

Despite these limitations, the 9-Box talent grid is one of the most utilized strategic HR tools. It provides a practical framework to facilitate talent management conversations, particularly around employee development, placement and succession planning.[17]

---

[16] Aribisala, Foluso. (March 2021). HR Guide: Managing Talent and Succession Planning Using the 9-Box Talent Grid. LinkedIn
https://www.linkedin.com/pulse/hr-guide-managing-talent-succession-planning-using-9-box-aribisala/

[17] Ibid

C- Guidelines and tips for a successful succession process:

In order to effectively design the succession process and to avoid the common pitfalls mentioned above, it is recommended to take into consideration the following 10 guidelines and tips.

1- Start small and build up: In case the organization is planning for successors in a formal way for the first time, it is better to start small with a pilot program to some selected roles, then refine the program process before being applied among the whole organization. Using supporting data proving the benefits of the succession plan for the organization is highly important[18].

2- Transparent communication assurance. Due to the strategic importance of the succession planning process, the action plan, goal and data should be visible, measurable and shared for all. In addition to regularly updating the progress and challenges with the top management. Assuring a transparent communication of the available opportunities specially among the high potential employees is likely to have a positive impact on their motivation to pursue developmental goals, and to remain with the organization.

3- Not a one size fits all process: There is no one-size fits all process for succession planning. In order to identify the potential leaders, the organizations' management should design the suitable process according to the unique personality, goals and the values of their organizations.

4- Identifying the external factors to adjust the plan: It's important to anticipate the changes that can influence the succession plan. For instance, changes in the marketplace or the workplace can lead to different set of managerial required skills, implying a change in the way of developing the talent internally.

5- Accurate consideration to the key employees: It is important to understand that sometimes the crucial/key employees are not necessarily in upper leadership positions but in support positions.

6- Being Proactive with more than one alternative: It is essential to be proactive and to be prepared with more than one replacement/potential successor for critical roles. In some cases, the considered potential candidate may decline the advancement's offer – *Check case study two in the appendix underlining the importance of preparing more than one potential successor*. Having a talented pool of candidates gives options when it comes to filling a focal role, and ensures the availability of sufficient talent to fill vacancies as they arise. Moreover, potential successors can leave the organization. Whatever the reason may be, whether personal or professional, it's important that companies establish a pool of potential candidates as well as focus on the retention of this valuable pool of candidates as per the global assessment systems and HR solutions company "SIGMA".

---

[18] Meinert, Dori. (June 2018). Succession Planning Is Easier Thank You Think. SHRM. https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/succession-planning-is-easier-than-you-think.aspx

7- Sideways growth: It is important to consider the high potential candidates who are not interested in moving up. Based on a deep discussion to the reasons behind their rejection and to make them feel valued, other parallel advancement options can be offered to them (responsibilities expansion, representation of the organization in key events...)

8- Precise identification to the strongest performers: Many leaders considers the highly extroverted employees who can show and promote themselves more visibly. However, it is essential to understand that sometimes, the strongest performers aren't the most visible. Additionally, the potential candidates must be lifelong learners with high level of emotional and social intelligence. They must also be great problem-solvers, adaptable and able to take on more responsibility.[19]

9- "Acceleration Pool" Instead of "High-potential Candidates": Some employers prefer replacing the term "high-potential candidates" and mentioning it as the "acceleration pool," because the term "high potential" can make other employees feel inferior. Simultaneously, labeling all the employees can be categorized to 3 groups "early career," "midcareer" and "senior career" so a development plan that better fits all specific needs can be better developed.[20]

10- Accurate Identification of the needed competencies (success in one position will not necessarily extend to success in a higher position): As per SIGMA, a common mistake made in succession planning is the assumption that high performing individuals at one level will continue to perform well in a higher-level position. Continued success is not a guarantee. Thus, it is so important to carefully identify the competencies needed for success in the focal role, evaluate all succession candidates against these criteria, not their past performance.
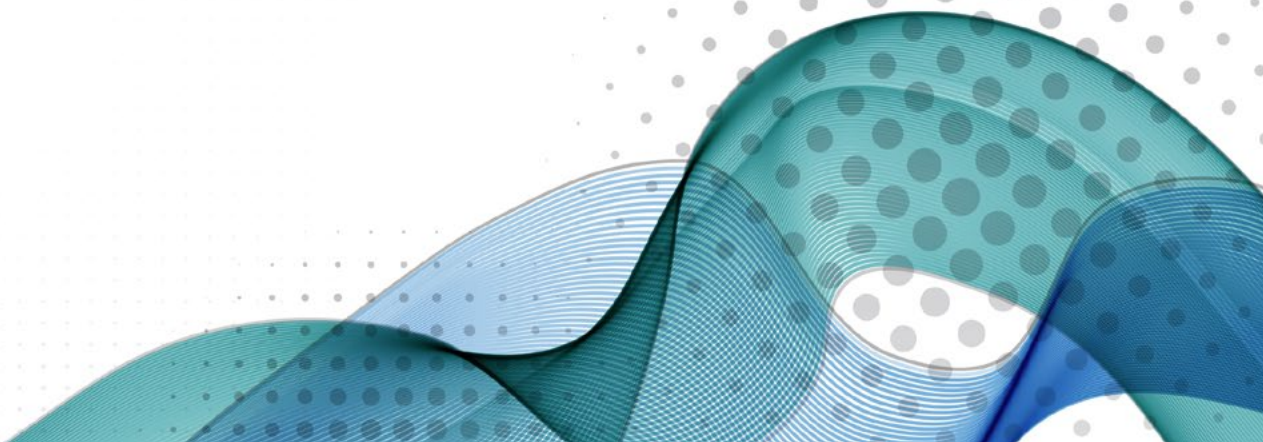
---

[19] Workforce Group. (April 2022). Build to Last: Succession Planning Steps for Your Organization. Workforce Group. https://workforcegroup.com/succession-planning-steps-for-your-organisation/

[20] Meinert, Op. cit.

Part 3

Recent Trends in Succession Planning

A- Succession Planning in time of uncertainty - lessons from COVID 19 Crisis:

There is no doubt that COVID-19 acted as a wake-up call for many organizations to be well prepared for the uncertain future, as it brought the imperative need for succession planning to the spotlight. Most of HR leaders have oriented their priorities to redraw their current succession planning practices, and having a formal succession plan in place to accurately select the future successors.

The pandemic has led to different opportunities and employees with high potential started re-evaluating how they are treated by their organizations, in addition to assessing if it is worth spending more or less time in their current positions. Accordingly, in a post-COVID world, retailing, developing, and leveraging future talents become more challenging than before.[21]

Succession Planning Updated Practices to maintain business continuity during uncertainty – Lessons from COVID 19 crisis:

Managing and investing in internal talents, is the first step in succession planning, especially in times of uncertainty, to develop a system for tracking internal talents. Without a system for tracking and investing in the experienced employees, internal talents with high potential may feel demotivated or leave the organization. A well-designed development plan should be formulated and high potential employees should be more accountable to regularly make progress on it.

Providing Leadership and executive coaching is very essential to enhance the readiness of high potential candidates to deal with unexpected changes and to fulfill the responsibility of higher expanded roles and positions, especially during crises.

Effective coaching has to integrate objective data and analytics to enable leaders to make the right decisions that will impact the organization's future.[22] It should be individualized; involving an overall understanding of each leader's strengths and values while analyzing the reflection on the business's performance and ability to face disruption.

Coaching for succession planning does not refer to staff coaching that work solely for the purpose of promoting an employee to a new role. It encompasses the entire process of talent development, including: identifying potential talent, analyzing skills gaps, providing training and learning opportunities…. Consequently, this process allows organizations to build strong leadership pipelines through which they can promote talent internally and ensure the success of succession planning for each of the organizations' critical roles.[23]

Executive and leadership coaching also provides a clear understanding of the prospective candidate's readiness to be engaged in professional development and to move to another position. In some cases, the coaching process may end with the candidate expressing a desire to stay in a current position or a willingness to change career. Definitely such

---

[21] Gococo, Erlynn. (2021). Succession planning brought to the forefront. *Business in Calgary, OCT communications*.

[22] Ratanjee, Vibhas. (2020). Redrawing Your Succession Plans in a World Disrupted by COVID-19. GALLUP. https://www.gallup.com/workplace/311924/redrawing-succession-plans-world-disrupted-covid.aspx

[23] SIGMA assessment systems INC. The benefits of coaching for succession. SIGMA assessment systems INC https://www.sigmaassessmentsystems.com/the-benefit-of-coaching-for-succession/

information is invaluable to be known at the beginning of the succession planning process, as it supports the organization to retain high talented employees in positions where they excel rather than promoting them to executive positions they are unwilling to assume. Throughout the coaching process, the candidate takes a closer look at his/her capabilities, points of strength, potential areas of development in a confidential, safe and supportive environment.[24] Moreover, decision makers must reconsider employees' value proposition (EVP)[25] to maintain employees highly motivated.[26]

Helping talent during critical times to manage their energy and maximize their strengths by focusing their efforts on the right objectives is crucial. The crisis probably increases the load and pressure on the best talent, as they are likely to be involved in task forces, response/crisis management teams and strategic projects parallel to their own work.

Revisiting projections and adapting to unexpected Scenarios: COVID-19 forced many organizations to revisit their previous projections about how resilient they would be in a crisis. Only organizations with high levels of adaptability can survive during critical times. In this context, building emergency succession plans from a business continuity planning perspective is a must, this involves identifying short-term and temporary

replacements for critical roles, to deal with a key employee sudden resignation, illness or early retirement.[27]

Prioritizing barrier removal, by always asking employees about the barriers that decrease their productivity or cause unnecessary stress, and providing them with continued coaching and advice. Leaders should help employees see how they contribute to the organization's mission, and to make them feel that they are part of its success, and most importantly keep their aspirations in mind.

Making use of talent analytics: Talent analytics is also referring to workforce analytics, people analytics, and human resource analytics. It is a data-focused approach facilitated by the use of statistics and technology that enables HR professionals to make decisions and gain insights into some affecting factors such as employees' retention, talent acquisition strategies, employees' engagement/performance, the hiring process and the future of the workforce. Talent analytics is often used by talent acquisition teams, HR and recruiting managers to gain a better understanding of what motivates their current workers and potential hires.[28]

Talent analytics also allows HR leaders to select the talent based on factual information without any personal bias, boost employees' engagement and retain top talents. It also helps in identifying

[24] Winder-Adams, Mardi. (2020). The Importance of Early Leadership Coaching in Succession Planning. Training Industry. https://trainingindustry.com/articles/leadership/the-importance-of-early-leadership-coaching-in-succession-planning/

[25] Employee Value proposition (EVP) is the unique set of benefits that an employee receives in return for the skills, capabilities, and experience they bring to the organization.

[26] Ibid

[27] Rozon, Jennifer. (2021). Succession Planning in Your Post-Pandemic Talent Management Framework. Forbes. https://www.forbes.com/sites/forbeshumanresourcescouncil/2021/07/20/succession-planning-in-your-post-pandemic-talent-management-framework/?sh=19ee71055e19

[28] Alexandra. (2022). Talent Analytics: Overview and How to Get Started. Harver. https://harver.com/blog/talent-analytics/

areas of strengths and opportunities in the existing workforce, as well as the weaknesses to identify the skills gap. All of this data is essential for adopting smarter workforce planning and strategies that improve employees' performance and productivity.

Here are few areas where HR leaders can employ talent analytics to make better business decisions:[29]

- **Administrative HR:** HR administrators can use talent analytics to create detailed reports on vacant positions and turnover rates based on the analysis of employees' personnel data such as educational background, work experience, and qualifications.

- **Talent management:** HR professionals in charge of recruiting, hiring, and retaining employees can leverage talent analytics to make decisions supported by accurate data around employee engagement, learning and development opportunities, and all other elements of the employee lifecycle.

- **Workforce management (WFM):** HR professionals can use talent analytics to accurately predict future workload to help in hiring new talents, and re-placing current talented employees in the most crucial roles.

Thus, talent analytics is not only helping HR leaders in their search for the critical talent that might be essential in the future, but it also helps the rising leaders identify their own best career options.

Shifting towards remote working and virtual talent management: COVID-19 has addressed the value of remote working in achieving the desired outcomes when managed correctly. Leaders have realized that productivity remains high with efficient remote working arrangements and customized policies. This flexibility had a positive influence on both employees and organizations, and potentially could contribute in inhibiting early retirement rates due to the flexibility remote working provided to the majority of staff.

Parallel to remote working orientation after COVID 19, organizations are inspired to establish infrastructure for virtual talent management and development. It could be very beneficial to move forward with remote coaching for high talents to measure how capable they are to face and manage sudden events remotely. However, it is essential to consider if the organization have channels that can accommodate virtual coaching, and whether the current technology system supports this, and if all parties have access to it.[30]

It is worth mentioning as well that by leveraging technology, top talents will be glad to find opportunities to grow even during the crisis.

[29] Conrad, Andrew. (2022). What is Talent Analytics? Capterra.
https://www.capterra.com/resources/what-is-talent-analytics/

[30] Chiappetta, Clare. (2022). Succession Planning in a Post-COVID World. HRCI Learning Center.
https://www.hrci.org/community/blogs-and-announcements/hr-leads-business-blog/hr-leads-business/2022/02/14/succession-planning-in-a-post-covid-world

B- Women Inclusion in Succession Planning:

Organizations can better prepare for demographic shifts and a talent shortage with the aid of succession planning. The culture of the organization will alter as more women are involved in succession planning. It will have a significant impact on how a company views woman in leadership positions. It will assist in lowering stereotypes about mid-level women, such as how much work they can handle, their availability at different times, or how demanding their family obligations must be.[31]

Many women may end up holding the same position longer than their counterparts due to poor succession planning. When women have children, for instance, or when they encounter various forms of discriminatory practices, many discover that their career is stagnating. The entire workforce will be prepared to adjust their presumptions and unconscious biases when the current leadership incorporates mid-level women in future-proofing the company.

Women in mid-level positions will feel appreciated and engaged if they are included in succession planning. It satisfies the most fundamental and important human need for acceptance. Regardless of the number of women who do wind up holding leadership positions, the very fact that they were nurtured and treated as prospective successors represents a significant achievement. As women participating in succession planning programs start to see themselves as leaders, this will also result in better job productivity, more ideas, and enhanced strategic thinking.

According to Mckinsey & company[32], since 2016, the same pattern has been observed: Women being promoted to manager positions at significantly lower rates than men, which makes it difficult for businesses to establish a foundation for long-term advancement at more senior levels. Additionally, women of color have not benefited from the advancements in representation for women as a whole. At every stage of the pipeline, women of color continue to fall behind—their representation decreases by more than 75% from entry level to the C-suite. As a result, only 4% of C-suite executives are women of color, a percentage that hasn't changed appreciably over the years.

Only 86 women are promoted to manager positions for every 100 males, continuing the gender pay gap that exists at this level. Men outweigh women at the manager level as a result, which leaves many fewer women available for promotion to higher positions. Until women move up to management as the same rate men do, and are well represented in all levels, progress at the top will be uneven, hence their inclusion in the succession plan will be weak.[33]

Africa has more female executives, CEOs, and board members than the average continent globally in the private sector. However, women continue to be underrepresented at all positions in middle and senior management as well as in non-management positions, and their numbers decrease as they move up the corporate ladder. Only 5% of CEOs are female which indicates the saturation of women in the workplace, and the weak representation in the succession planning.[34]

---

[31] Accenture. (27 November 2020). Why including women in succession planning is a must. Accenture
https://www.accenture.com/in-en/about/inclusion-diversity/vaahini-women-succession-planning

[32] McKinsey & Company. (2017). WM: Time to accelerate: Ten years of insights into gender diversity. McKinsey & Company

[33] LeanIn.Org and McKinsey & Company. (2021). Women in the Workplace. LeanIn.Org and McKinsey & Company

[34] Ibid

Building inclusivity and diversity in senior management calls for a comprehensive ecosystem. There is not a single answer.[35] Instead, the interventions work best when they are combined with one another and deployed to gradually build a change ecosystem that addresses the particular pain points of each firm. The five components of a comprehensive ecosystem that promotes inclusivity and gender diversity at all organizational levels are: CEO and management commitment, management cascade, transparency and indicator tracking, development of women's leadership, infrastructure that supports diversity and inclusive mindsets and procedures.[36]

The succession planning implemented in any organization needs to support gender diversity in senior management. Companies encounter "leaky" pipelines of female talent everywhere, as women leave the business at every level. Companies must foster an environment that will allow for rapid, mechanical progress in order to hire, retain, develop the talents, and promote women at every level, all the way to the top management positions.[37]

While diverse talent pipelines necessitate different approaches, most organizations must ensure that their hiring, reviewing, and career management processes are performance-focused, gender-neutral, and do not impede the advancement of women in the workforce. It is important to ensure that there is at least one female applicant on every shortlist of senior jobs and planned promotions.

In order to maintain the pipeline in a woman's life cycle, it is also crucial to take steps to promote work-life balance, professional flexibility, or steps to mitigate the negative effects of a career break: For bright women to return to the workforce after a professional hiatus like maternity leave, active management and customized career paths are required.

Lastly, to avoid losing devoted employees before they have the chance to advance to leadership positions, organizations need to take a more strategic approach to finding and fostering outstanding female talent.
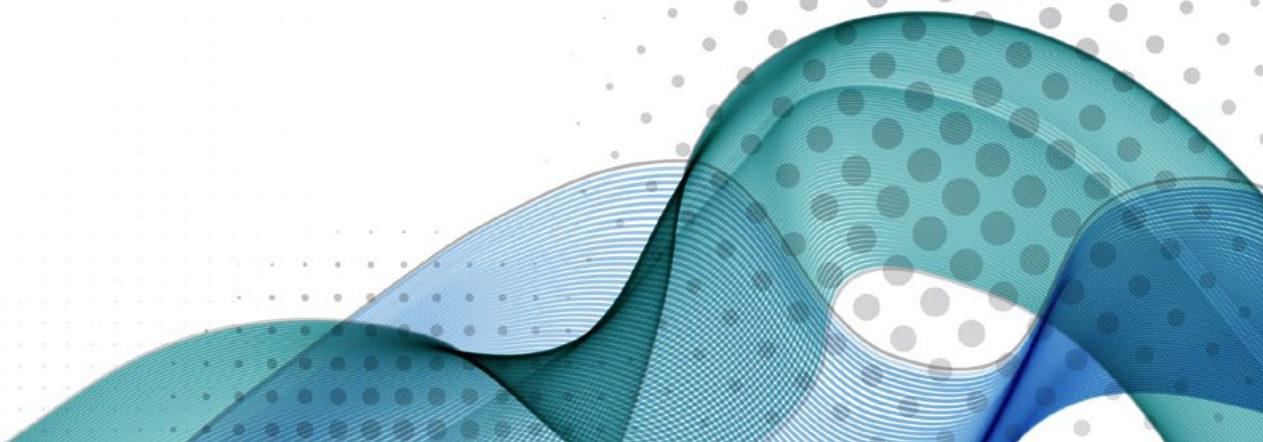
---

[35] McKinsey Quarterly. (2017). How to accelerate gender diversity on boards. McKinsey Quarterly,

[36] McKinsey. (2016). Women Matter: Reinventing the workplace to unlock the potential of gender diversity. McKinsey,

[37] McKinsey. (March 2012). Women Matter 2012: Making the Breakthrough. McKinsey,

Part 4

Succession Planning Survey Analysis – Egyptian Banking Sector Case

A- Egyptian Banking Sector's Case Survey Background

Considering the crucial role of HR professionals and key leaders in Egyptian banks in establishing a well-defined succession plan, a survey was designed to identify if Egyptian banks are engaging in an effective strategic succession planning process, or settling for a quick fix. The pillars of success and the main barriers are also highlighted.

The survey was disseminated among Human Resources heads of **39 banks in Egypt,** to clarify the banks' status in implanting a well-structured succession planning process. The total responses collected were **24 responses with (61% response rate),** and a **completion rate of 100% (not questions were skipped or not answered**), and the average time spent to complete the survey was 18 minutes and 56 seconds.

The survey includes **17 questions** serving the main objective, the types of questions varies between ratings, yes or no questions, and multiples choices.

B- Survey Results and analysis:

Question 1: Respondents were asked to best describe their bank's status of having a well-defined succession plan process in place for different managerial levels, Chart (1) shows the percentage of respondents regarding 4 different status.

**Chart (1): Egyptian Banks Succession Planning Status**
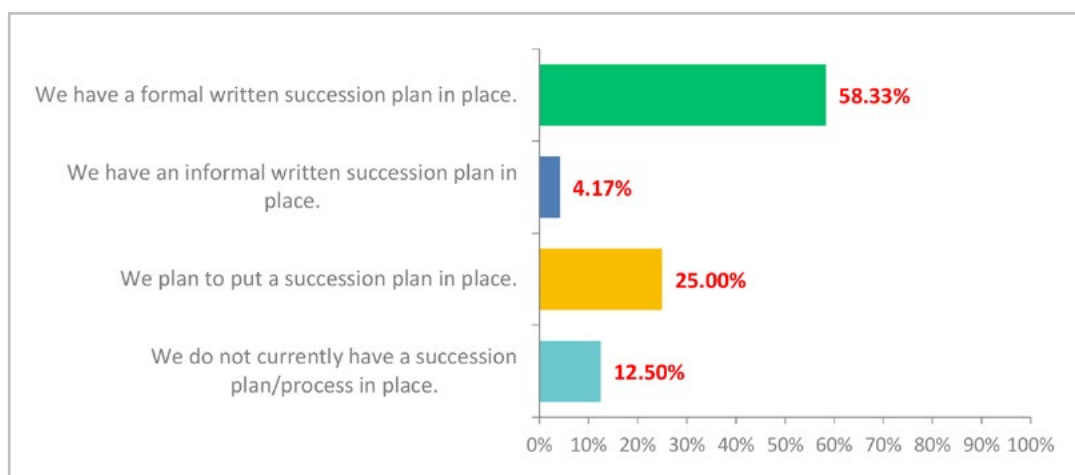
As per **Chart (1), 58.33%** of respondents mentioned that their banks have a formal written succession plan in place**, 25%** answered that their banks plan to put a succession plan in place, while **12.50%** mentioned they don't currently have a succession plan/process in place, and **4.17%** of respondents, their banks have an informal written succession plan. **As stated, more than 50% of the respondents from Egyptian banks have already a formal written succession plan in place and 25% are planning to formulate a succession process.**

Question 2: The respondents were asked to indicate to what degree is planning for succession is a priority in their banks, by presenting 3 choices to choose from either it is High, Moderate or Low Priority as indicated in chart (2).

Chart (2): The degree of priority for planning for succession in Egyptian Banks
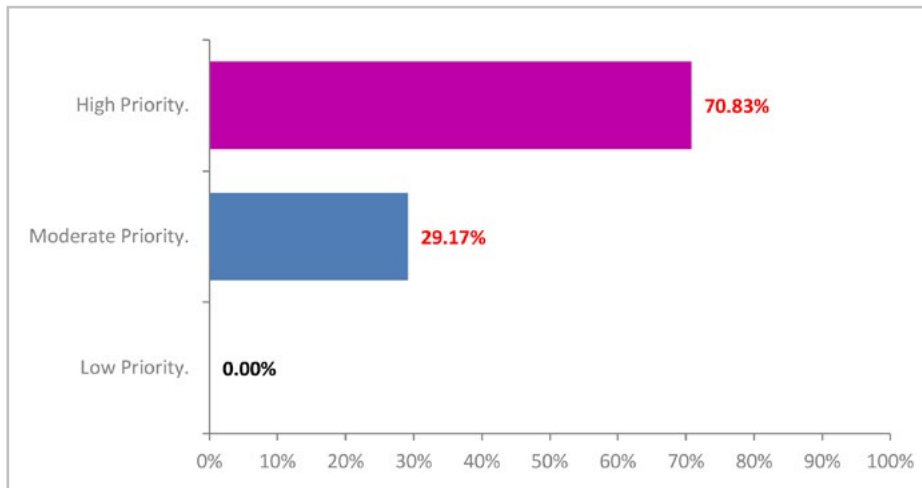
As shown in **chart (2), 70.83%** of respondents mentioned that their banks gave high priority for planning for succession, and **29.17%** gave **Moderate Priority.** We can notice that the majority of banks consider planning for succession as a high priority while **no banks** consider planning for succession **as a Low Priority.**

Question 3: The respondents were asked to mention for which roles do their banks implement succession if they have a formalized succession plan in place to identify and develop successors. Chart (3) shows different roles and positions and they were asked to select all that apply.

**Chart (3): Applying Succession plans: Roles and Positions**
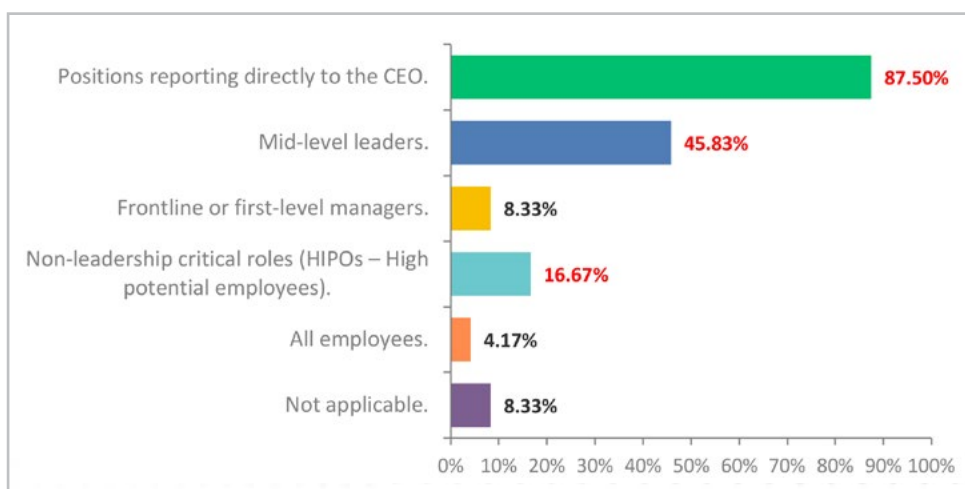
As clarified in **chart (3),** the top 3 roles banks implement succession if there is a formalized succession plan in place are: Positions reporting directly to the CEO with **87.50%**, mid-level leaders with **45.83%,** and non-leadership potential roles (HIPOs– High Potential Employees) with only **16.67%**.

Question 4: Respondents were asked to select 3 reasons of not having a formal succession plan in place from 7 listed reasons as shown in chart 4.

Chart (4): Top 3 Reasons of not having a formal succession plan
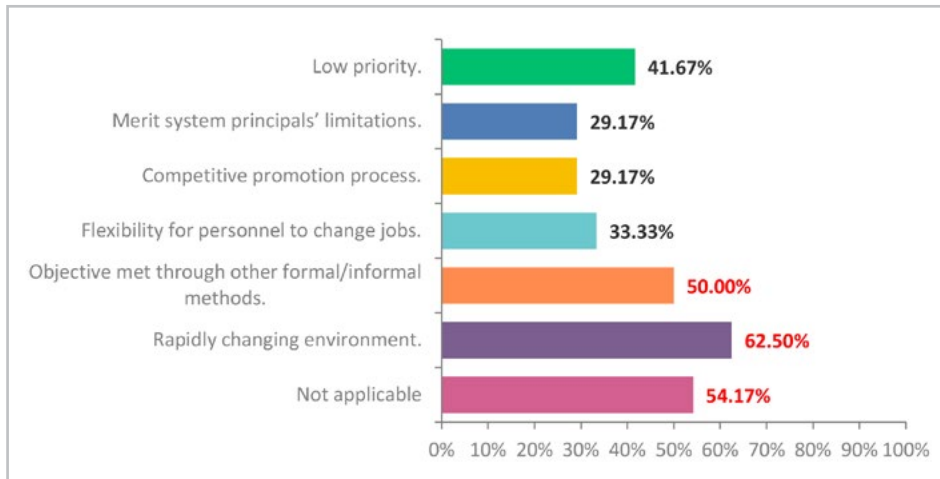
As per the mentioned Chart (4), the main reasons of not having a formal succession plan in place were mainly the rapidly changing environment and that the objective is met through other formal/informal methods.

Question 5: Respondents were asked to indicate if their banks have a specific internal function in the HR department responsible for the succession planning process as shown in chart 5.

Chart (5): Percentage of having an internal function in the HR department responsible for the succession planning process
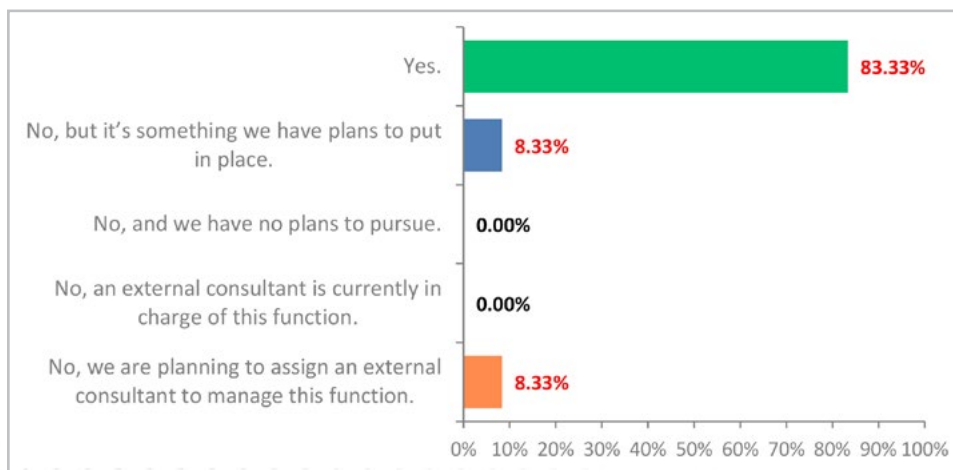
As shown in **chart (5)** analysis, **83.33%** of respondents confirmed they have a specific internal function from the HR team responsible for the succession planning process, while only **8.33%** mentioned that they don't have, but they are planning to put in place. Also, **8.33%** clarified that they don't have, as they are planning to assign an external consultant to manage this function.

Question (6): Respondents were asked if they have the talent with the potential to move into various roles within the bank, and into the highest levels of leadership.

Chart (6): Needed potential talent
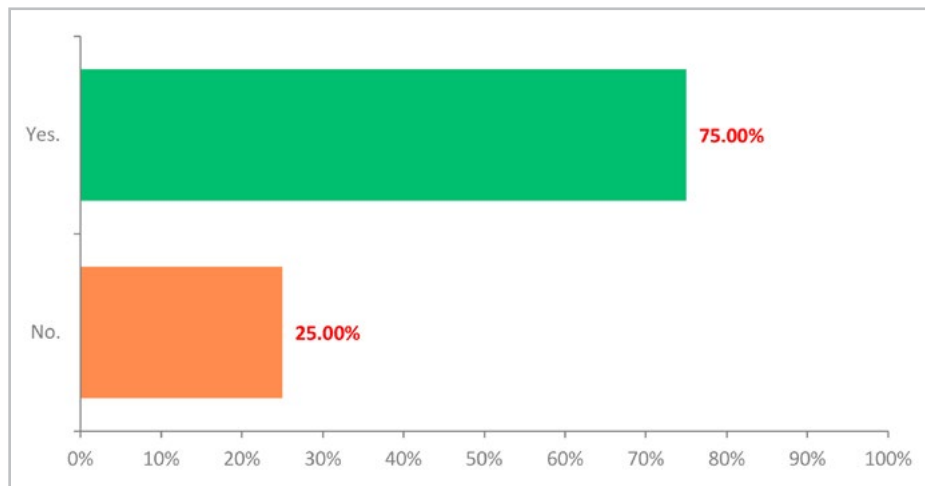
As per **Chart (6), 75%** of respondents mentioned that they have the talents with the potential to move into various roles, especially into the highest levels of leadership within the bank, **25% are lacking the needed potential talents**.

Question (7): Respondents were asked if they know who will fill the vacancies left by employees who move into leadership roles as shown in Chart 7.

Chart (7): Internal candidates for vacant positions
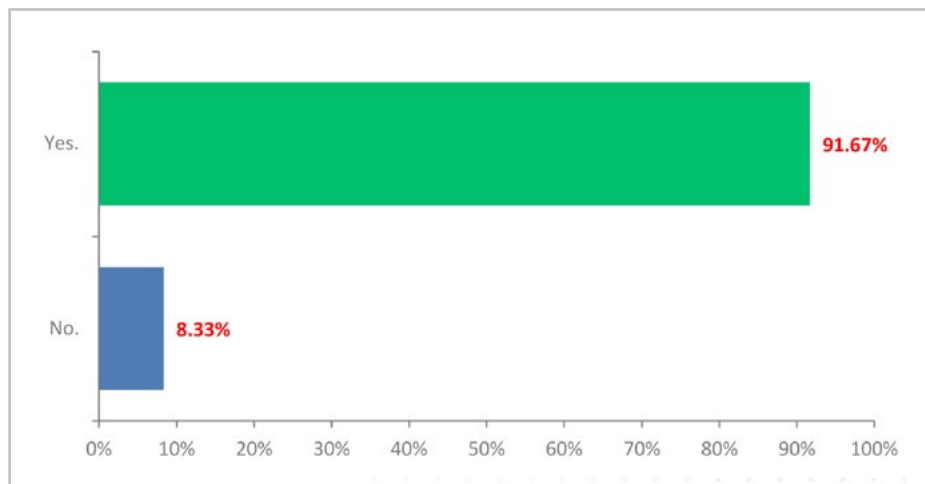
As shown in **chart (7)**, **91.67%** of respondents answered that they do know who will fill the vacancies of those who move into other leadership roles, comparing to only **8.33%** who don't know.

Question 8: Respondents were asked if they have options of candidates to choose from when a role becomes available due to sudden resignation or retirement.

Chart (8): Options of candidates to choose from for sudden vacant roles
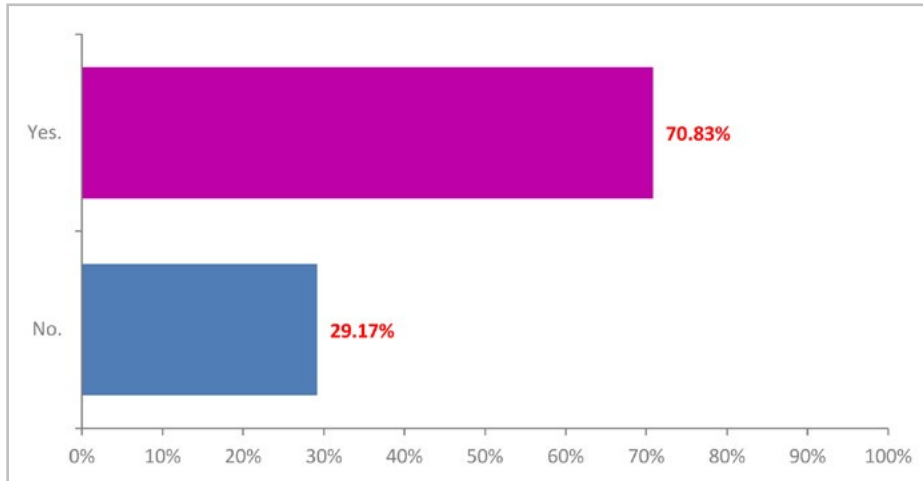
As per **chart (8)** results, **70.83%** of respondents mentioned that their banks have multiple options of candidates to choose from to fill in sudden vacant roles resulting from sudden resignation or retirement. Only **29.17%** of respondents answered that they don't have.

Question 9: Respondents were asked if they know who will replace each position on their senior management team as presented in chart (9).

Chart (9): Replacement of each position on senior management team
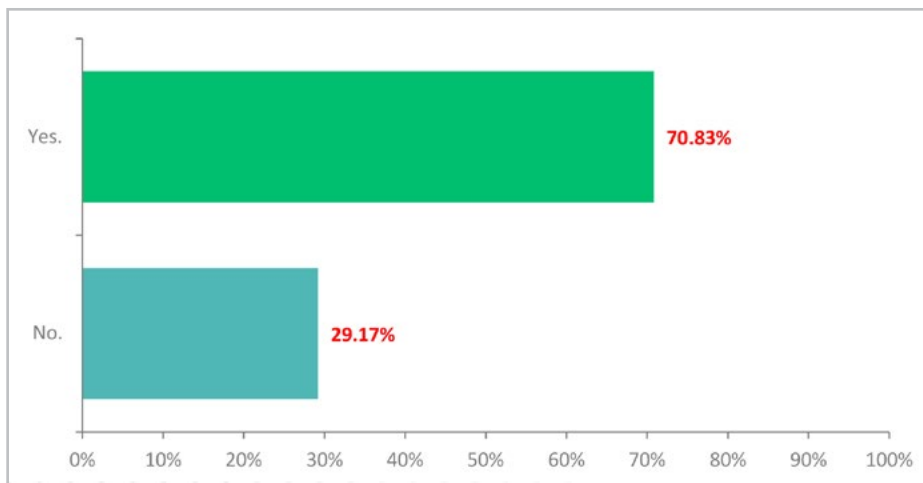
According to **chart (9)** analysis, **70.83%** of respondents mentioned that they know who will replace each position on their senior management team comparing to **29.17%** who don't know the right replacement.

Question 10: Respondents were asked to mention if their banks senior leadership roles are predominantly filled with external rather than internal candidates.

Chart (10): Percentage of leadership roles filled with external candidates
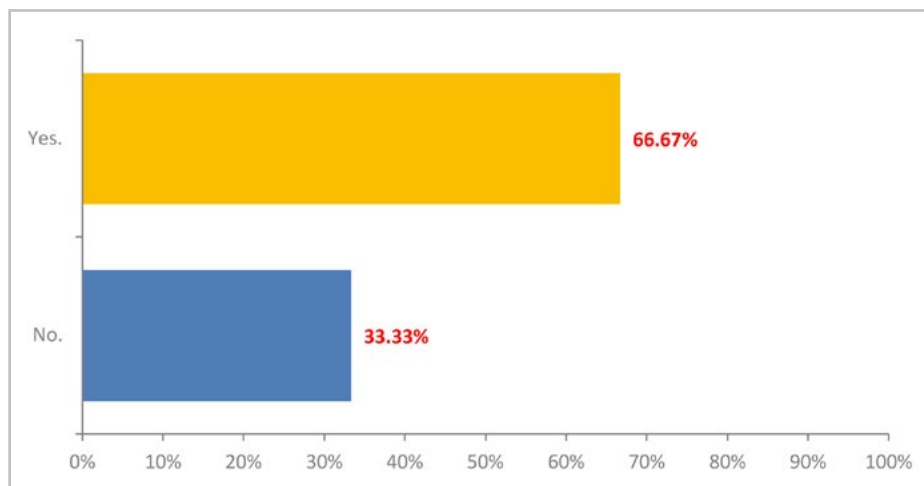

As clarified in **chart (10)**, **66.67%** of respondents mentioned that their banks senior leadership roles are predominantly filled with external candidates rather than internal candidates, while only **33.33%** of senior leadership roles are filled with internal candidates.

Question 11: Respondents were asked to select up to 3 objectives and benefits of implementing an effective succession planning in their bank. Table (1) includes alternative set of objectives and benefits, and chart (11) shows the percentage of respondents listing each choice reference to the most important benefits and objectives of implementing an effective succession planning.

Table (1): Alternative set of Objectives and benefits
1- Improve identification and selection of future leaders.
2- Improve engagement and retention of high potential employees.
3- Retain current leaders/top talent by providing a succession path.
4- Create opportunities for internal advancement at multiple levels.
5- Better prepare for unanticipated changes.
6- Reduce external recruitment cost.
7- Respond to regulatory requirements.

**Chart 11: Top 3 objectives and benefits of implementing an effective succession planning**
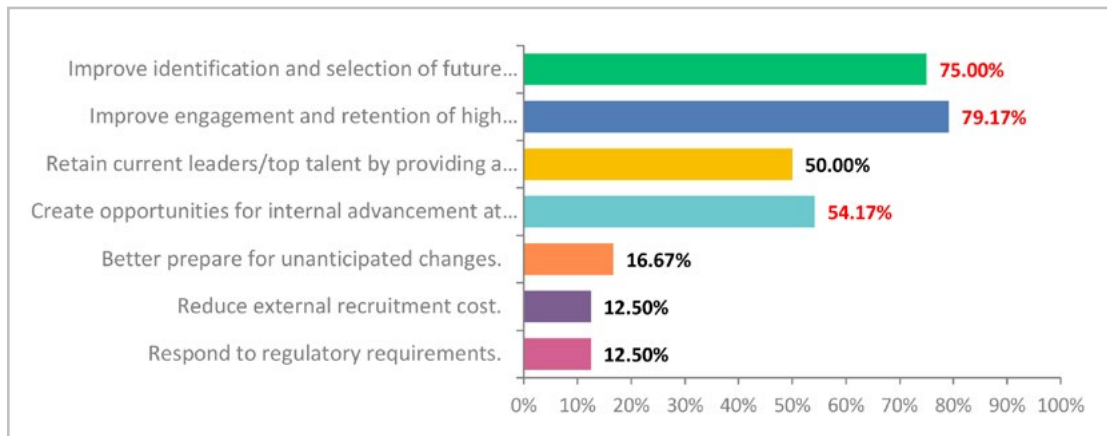
As shown in **chart (11),** the top 3 objectives and benefits of implementing an effective succession planning were:
    1- Improve engagement and retention of high potential employees.
    2- Improve identification and selection of future leaders.
    3- Create opportunities for internal advancement at multiple levels.

Question 12: Respondents were asked to select up to 5 reasons they think will pose the most significant barriers to the effectiveness of the bank's succession planning process. Table (2) includes alternative set of significant barriers, and chart (12) represents the percentage of respondents listing each barrier according to its impact on the effectiveness of the bank's succession planning process.

Table (2): Alternative set of the most significant barriers:
1. Lack of clear succession paths
2. Inaccurate or incomplete view of skills/capabilities.
3. Successor development programs are insufficient or outdated.
4. Leaders hire who they want rather than someone from an agreed-upon successor list
5. Leaders are reluctant to let top talent move internally.
6. Selected successors are not adequately assimilated into their new roles
7. Lack of diversity among selected successors.
8. Successor job requirements are outdated (e.g., don't reflect new ways of work).
9. Inability to retain top successor candidates.
10. Disagreement on succession candidates

**Chart (12): Significant 5 barriers to the effectiveness of the succession planning process**
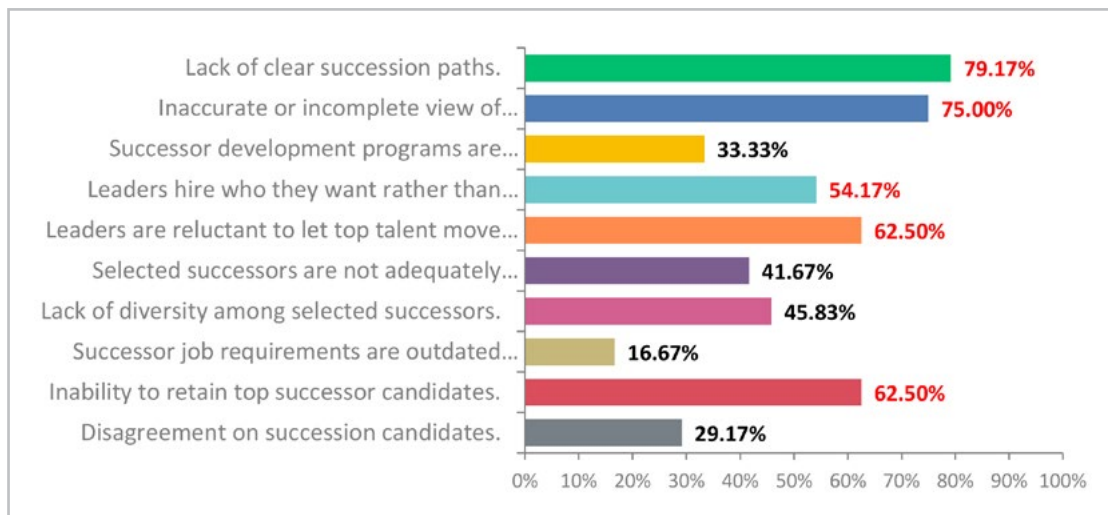
As clarified in **chart (12)**, the most significant 5 barriers to the effectiveness of the bank's succession planning process were:

      1- Lack of clear succession path.
      2- Inaccurate or incomplete view of skills/capabilities.
      3- Leaders are reluctant to let top talent move internally.
      4- Inability to retain top successor candidates.
      5- Leaders hire who they want rather than someone from an agreed-upon successor list.

Question (13): Respondents were asked to mention the most important 5 factors that their banks consider when determining successor readiness. Table (3) includes alternative set of factors presented, and chart (13) clarifies the percentage of respondents listing each factor reference to its importance in determining the successor readiness.

Table (3): Alternative set of factors
1. General experience in the bank (years of experience).
2. Annual performance ratings and accomplishments.
3. Relationships/connections across the bank.
4. Experience working in multiple functions or business units across the bank.
5. Experience or relationships with customers/partners.
6. Ethics and integrity.
7. Results from assessments (e.g., personality profiles, 360s, professional assessor interviews, etc.).
8. Behaviors that promote inclusiveness or belonging.
9. Diversity of race, gender, orientation, age, abilities, etc.
10. Tendency to use digital/advanced technologies to enhance business outcomes.

**Chart (13): Top 5 factors to determine the successor readiness**
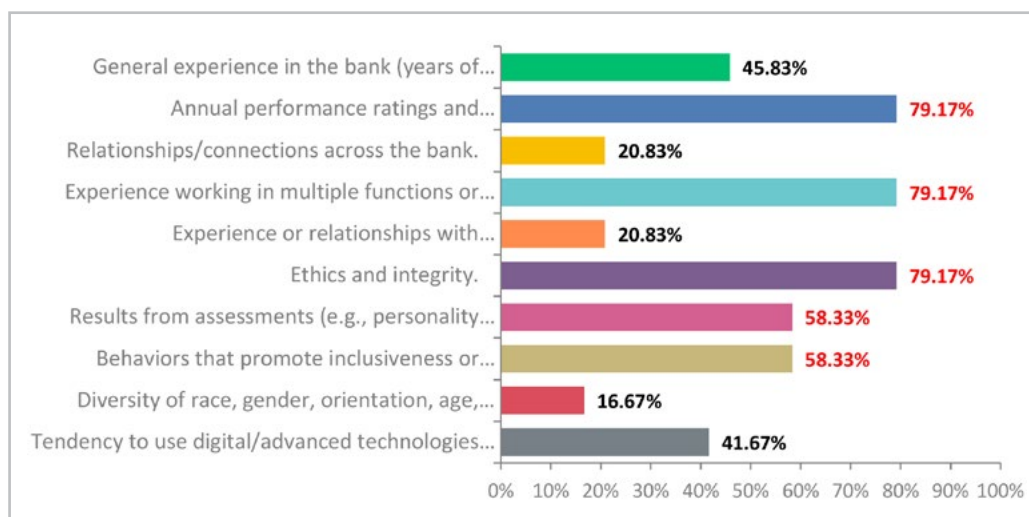
As shown in **chart (13),** the most 5 factors the banks consider when determining successor readiness were:

      1- Annual performance ratings and accomplishments.
      2- Experience working in multiple functions or business units across the bank.
      3- Ethics and integrity.
      4- Results from assessments (e.g., personality profiles, 360s, professional assessor interviews, etc.).
      5- Behaviors that promote inclusiveness or belonging.

It is worth noting that the mentioned factors (1, 2 and 3) have the same weight of importance with 79% and factors (4 and 5) have also the same percentage (58%).

Question 14: Respondents were asked to select the main practices used by their bank to promote transparency of the succession planning process.
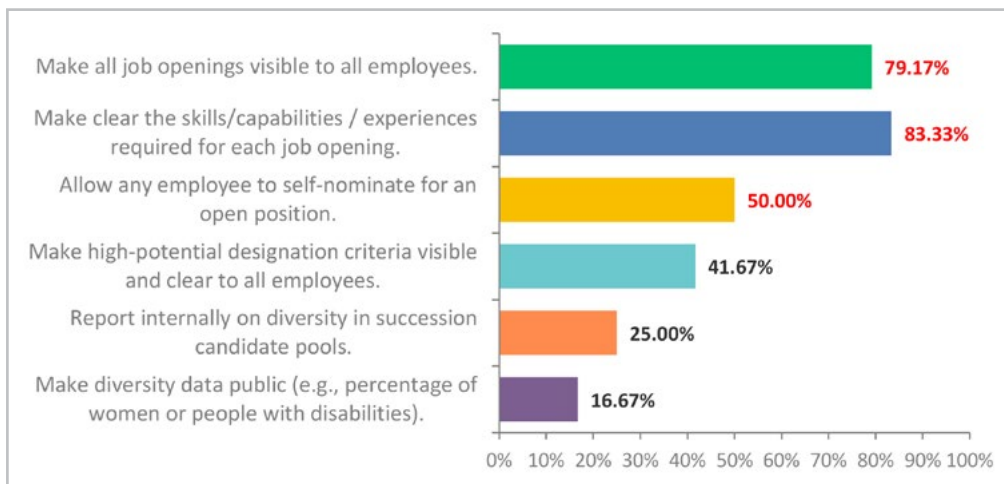
As per **chart (14)** analysis, the main practices used by Egyptian banks to promote transparency of the succession planning process were:
 - Making clear the skills/capabilities/experiences required for each job opening.
  - Making all job openings visible to all employees.
  - Allowing any employee to self-nominate for an open position.

Question (15): Respondents were asked to select the main measures that could be used to assess the effectiveness of their bank succession planning process if applicable. Table (4) includes alternative set of measures presented and the % of banks that don't measure the effectiveness of succession process, and chart (15) shows the percentage of respondents listing each measure based on its impact on assessing the effectiveness of the succession planning process if applicable.

Table(4) : Alternative set of measures
1- Retention rates of succession candidates.
2- Percentage of critical roles filled by those in the succession pipeline.
3- Percentage of critical roles with at least one ready or one future successor.
4- Percentage of ready-now versus ready-with development candidates on succession plans.
5- Percentage of diverse talent on succession plans versus targets for gender, disabled employees, etc.
6- Percentage of employees identified as high-potential talent.
7- Percentage of internal versus external candidates on succession plans.

Chart (15): Top measures to assess the effectiveness of the succession planning process
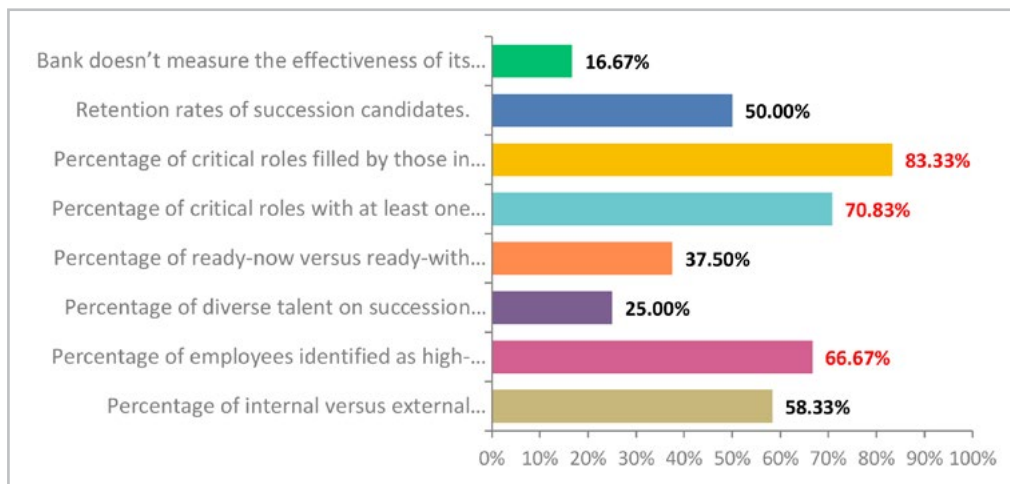
As clarified in **chart (15),** only 16% of the respondents don't measure the effectiveness of succession process. The main measures that could be used by banks to assess the effectiveness of the succession planning process were:
- Percentage of critical roles filled by those in the succession pipeline.
- Percentage of critical roles with at least one ready or one future successor.
- Percentage of employees identified as high-potential talent.

Question 16: Respondents were given alternative set of changes to indicate how likely their banks make such changes to enhance the efficiency of the succession planning process in the upcoming years.

Table (5): Changes made by banks to enhance the efficiency of succession planning process

	VERY LIKELY	SOMEWHAT LIKELY	NOT VERY LIKELY	NOT AT ALL LIKELY	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Update the employees' training development plans.	79.17% 19	20.83% 5	0% 0	0% 0	0% 0	24	1.21
Consider employees' training as a top priority.	79.17% 19	20.83% 5	0% 0	0% 0	0% 0	24	1.21
Create talent pools.	79.17% 19	20.83% 5	0% 0	0% 0	0% 0	24	1.21
Take a more future-focused approach to succession by including both crucial current and anticipated roles and/or skills needed.	66.67% 16	29.17% 7	4.17% 1	0% 0	0% 0	24	1.38
Ensure talent planning is part of every business planning conversation.	58.33% 14	33.33% 8	4.17% 1	0% 0	4.17% 1	24	1.58
Improve the diversity of candidates in the succession planning process.	54.17% 13	29.17% 7	8.33% 2	4.17% 1	4.17% 1	24	1.75
Broaden the pool of talent in succession plans beyond existing full-time employees.	37.50% 9	33.33% 8	20.83% 5	4.17% 1	4.17% 1	24	2.04
Eliminate numeric ratings or rankings.	29.17% 7	25.00% 6	25.00% 6	8.33% 2	12.50% 3	24	2.5
Eliminate tenure (i.e., time in current role) requirements for succession readiness.	20.83% 5	54.17% 13	16.67% 4	0% 0	8.33% 2	24	2.21

As per **table (5)** analysis, **banks are very likely** to make the following changes to enhance the efficiency of the succession planning process:

- Update the employees' training development plans.
- Consider employees' training as a top priority.
- Create talent pools.
- Take a more future-focused approach to succession by including both crucial current and anticipated roles and/or skills needed.
- Ensure talent planning is part of every business planning conversation.
- Improve the diversity of candidates in the succession planning process. In addition, banks are somewhat likely to eliminate tenure (i.e., time in current role) requirements for succession readiness.

Question 17:   HR professionals and leaders were asked to rate the listed statements in Table (6) according to their preferences.

Table (6): Statements ratings upon preferences

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
I am interested to learn more about how to measure progress during succession planning.	25.00% 6	0% 0	16.67% 4	58.33% 14	24	3.08
I am interested to learn more about the best succession planning practices in business.	25.00% 6	4.17% 1	16.67% 4	54.17% 13	24	3
I am interested to know more about how to design and implement an effective succession planning process.	25.00% 6	4.17% 1	29.17% 7	41.67% 10	24	2.88
I am interested to know more about how to fulfill the requirements and resources of succession planning management in my bank.	25.00% 6	0% 0	37.50% 9	37.50% 9	24	2.88
I am interested to learn more about how to secure enough managerial talent for my bank.	29.17% 7	4.17% 1	20.83% 5	45.83% 11	24	2.83
I am interested to learn more about how to align bankable priorities and commitment to succession planning.	29.17% 7	0% 0	33.33% 8	37.50% 9	24	2.79

As illustrated in **Table (6)**, the listed statements are rated from the most to the least preferred according to the highest and the lowest weighted average in Table (6):

1- I am interested to learn more about how to measure progress during succession planning.

2- I am interested to learn more about the best succession planning practices in business

3- I am interested to know more about how to design and implement an effective succession planning process

4- I am interested to know more about how to fulfill the requirements and resources of succession planning management in my bank.

5- I am interested to learn more about how to secure enough managerial talent for my bank.

6- I am interested to learn more about how to align bankable priorities and commitment to succession planning.

C- The significance of the survey:

- The survey results show that generally Egyptian banks are considering the importance of succession planning, as mentioned more than 58% of the respondents have already a formal plan and 70% are considering planning for successors as a high priority. The gap between the two ratios indicates that Egyptian banks need to take more practical actions to implement and formalize the process of succession planning.

- The survey demonstrates that more than 80% of the respondents are assigning the responsibility of the assurance of the succession planning process internally to one or more team members of the HR department, while only 8% are planning to assign an external consultant to manage this function. Based on the global practices mentioned in the study, the HR team should not be the solely responsible of the succession planning strategic process, and it is crucial to include the top leaders and key representatives from different levels and areas to formulate the team in charge of the whole plan. As for the option of assigning an external consultant for this task, it may be useful to speed up the process and to objectively decide the potential leaders and talented candidates, however the budget allocated should be reconsidered while choosing the most appropriate consultant.

- Almost 90% of the respondents are keen to plan and develop successors mainly for the heads and positions directly reporting to the CEO and the mid-level managers come in the next place, while neglecting other employees and positions even critical roles and high potential employees. This narrow approach of focusing only on the first and second organizational layers is one of the main pitfalls of the success of the succession planning strategy, as stated in the study this orientation may lead to determinantal gaps in important key positions and roles. Succession planning should be embedded at every level of the organization, creating career paths that engage employees and equip them with the knowledge and skills the bank is going to need today and into the future.

- Despite that 70% of the respondents mentioned that they know the successor who can replace each position on the senior management team, 66% filled senior leadership roles with external rather than internal candidates. After an accurate identification of a vacant leadership position updated needed competencies and skills, the bank is supposed to compare between the potential internal candidates and the external candidates. Promoting internal candidates motivate talented employees inside the organization, send a strong message and is a less costly option. However, in some cases there is a crucial need to bring a fresh different perspective to cope with the dynamic competitive changes in the environment and to learn from the experiences of the competitors in the market. It is recommended to pursue a balanced well studied case by case decision to select between internal and external candidates in each vacant leadership positions.

- The good ratios demonstrated by banks' leaders show that the Egyptian banking sector in general is equipped with a group of talented qualified employees in different levels; as per the survey analysis 75% have the talents with the potential to move into various roles and 70% have multiple options of candidates to choose from to fill in sudden vacant roles. In this context, it is recommended to accurately verify the current and future needed competencies and skills of each critical role and deeply analyze the profiles of internal candidates. This accurate analysis

aims at validating the availability of the right successors who are ready and capable to assume critical expanded roles while equitably exploring all the talented candidates.   A well-designed transparent succession planning formal process and tool is the optimum solution to successfully achieve this aim.

- The most critical benefits of having an effective succession planning process selected by banks are mainly enhancing the talented leaders/employee's engagement and retention while improving the identification and right selection of future leaders. As for the top measures chosen by the banks' leaders   to assess the effectiveness of the succession planning: The % of critical roles filled in by those in the succession pipeline and the % of critical roles with at least one ready successor as well as the % of identified employees as high talented are the main measures acknowledged in the survey. Based on the practices in the study, each bank should select the most appropriate tool to assess the potential and performance of the candidates in different levels. It is recommended to select and track the most relevant metrics to be included in the talent progress scorecard analysis in order to be able to evaluate the succession planning progress and success.

- When it comes to the considered factors determining or assessing the readiness of the candidates to be included in the successors pool, the respondents highlighted: The annual performance rates and accomplishments, the cross-functional experience across the bank, other assessments results (professional assessors' interviews, 360-degree feedback….), in addition to the behaviors that endorse inclusiveness and belongings. As for the main practices executed by the respondents' banks to promote transparency of their own succession plan process, we can highlight

the clear identification and announcement of the skills and experiences required for each opened job, the visibility of all job openings to all employees, this is in addition to allowing any employee to self-nominate for any open position and making high potential designation criteria visible and clear.

- From the executed practices of the changes that the respondents' banks are willing to focus on to regularly enhance the effectiveness of the succession process we can list: updating the employees development plans, considering employees training as a top priority, creating talent pools and including more crucial roles and more diversified candidates in the succession process.

- The main reasons declared by banks justifying the absence of a formal succession plan in place are mainly the rapid changing environment and the usage of other informal methods to meet the same objective of developing successors. Lack of clear succession path, inaccurate view of the skills and capabilities, the leaders' reluctance to move top talent internally, the inability to retain top successors candidates and some leaders' preferences to hire candidates out of the agreed upon successors list are the top barriers hindering the succession plan's effectiveness chosen by banks. Building on the importance and mentioned benefits of succession planning, all Egyptian banks should cope with the changing environment and HR best practices and work to remove the barriers facing the implementation of an effective succession plan process.

Concluding Notes
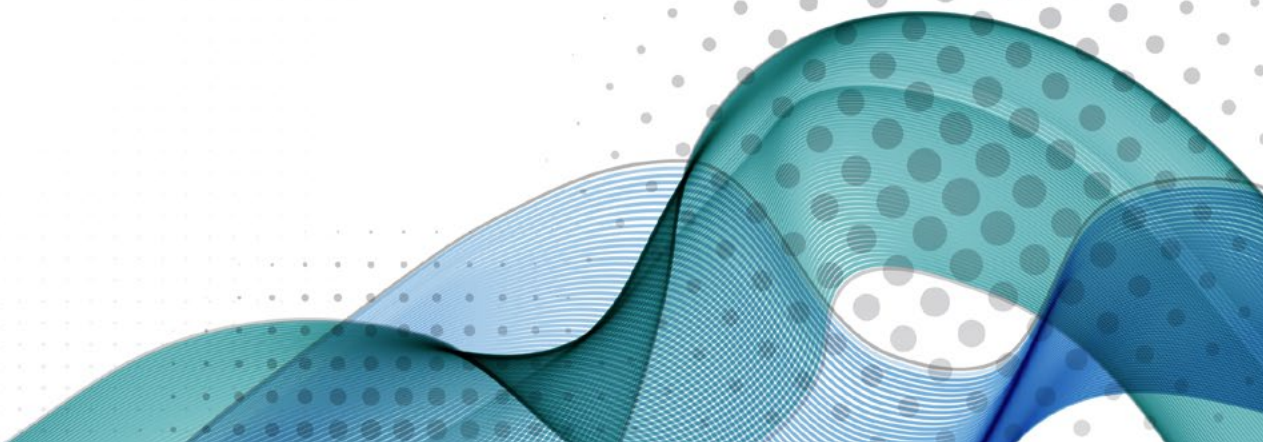
Concluding notes

Succession planning is a must especially in time of uncertainty; without an effective succession strategy in place any organization will face the risk of spending valuable resources promoting leaders and candidates who turn out to be the wrong fit and must ultimately be replaced. Preparing for succession planning is similar to starting a new business[38]. The responsible team/person in charge has to determine the vision, mission, and goals of the plan. The two plans strategic and succession plans should be directly and closely linked to realize the real value and guarantee the targeted success.

The top priority in the succession planning preparation stage is formulating the succession planning team. This typically involves the board members, top management and human resources team. However, creating a project team with representatives from different levels and areas throughout the organization will help create support for the plan by sending the message of developing a fair and equitable system of promotion. Including employees who are process-oriented, effective communicators, and knowledgeable about job competencies and competency development will add a great value to the whole process.

It's important to remember that succession planning is not a one-time initiative; the team in charge must make the commitment to analyze, research, plan, monitor and evaluate the performance of the succession planning efforts, and adjust as necessary while avoiding any succession- related pitfalls.

After a comprehensive analysis to the organization's workforce profile - demand, supply and gap analysis - as stated in details in the study, the team will have more clear vision about the high potential employees ready for expanded roles, which will positively impact the degree of efficiency of the employees' development plans and the recruitment strategies. At this point in the process, organizations might use different methods to follow up with candidates. Some create talent pools for the next level of management, others might create talent pools for each specific position.

While diverse talent pipelines necessitate different approaches, most organizations must ensure that their hiring, reviewing, and career management processes are performance-focused, gender-neutral, and do not impede the advancement of women in the workforce.

Effective succession plan is not a simplified replacement process, as it includes a comprehensive development system for employees to advance the required competencies and to prepare the candidates for future different roles. Providing suitable developmental opportunities through training, learning opportunities coaching sessions, knowledge transfer strategies is the main pillar of succession planning success.

---

[38] Atwood, Op. cit.

Appendix
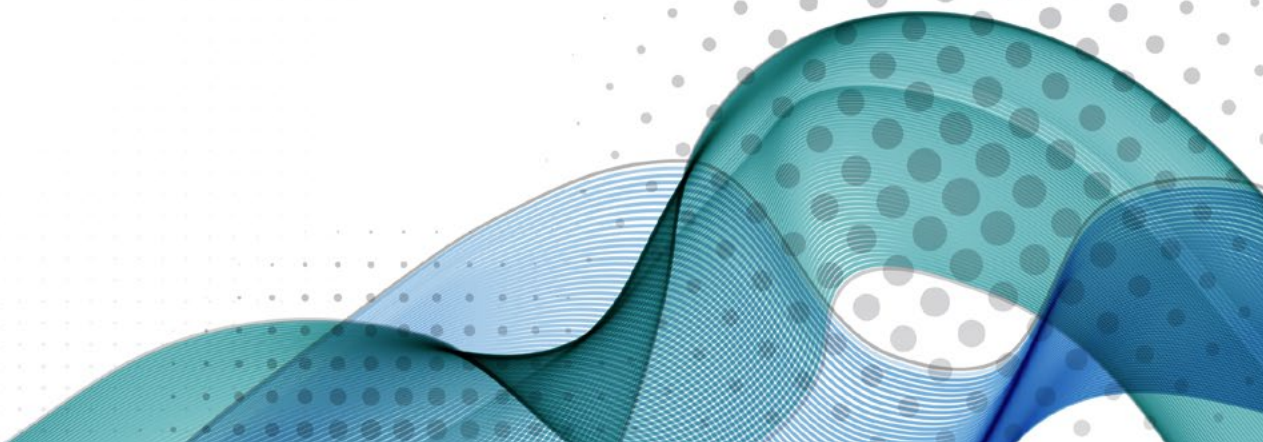
Succession Planning and Management Case Studies:

– Case one: Dole Food Company Case: How Business Plans for Succession: Matching Talent with Tasks [39]

With 61,000 workers in more than ninety countries, Dole Food Company Inc. has talent all over the world. Only a few hundred of those employees are in top management at the 151-year-old company headquartered in Westlake Village, California, which produces and markets fruits, vegetables, and flowers.

Dole doesn't have comprehensive knowledge of who these managers are or what they can do.

To be more specific, business-unit leaders know their own direct reports well—their strengths, weaknesses, experience, and career goals. **The problem is, these leaders have no way to share that knowledge with other business units. If a key job opens up in North America, the business-unit leader wouldn't know if the perfect candidate worked in another Dole unit in South America. Dole has no way to match its top managerial talent with its executive needs.**

To change this, the highly decentralized company launched a **succession planning process**, supported by Web-based software. The aim of the succession planning step is to execute an organized process to identify the weaknesses and strengths of internal workers and the areas where they need to hire external workers to fill some gaps at the top.

Steps to define the process:

1- They hold in-depth interviews with the executives to define the succession planning process and to determine how often it should be reviewed. As a result, they decided to review it twice a year while identifying four main competencies for the evaluation: Accountability, business acumen, multifunctionality and vision/originality.

2- They started to select a suitable software while developing the process, looking for a package that is easy to learn, flexible, needs little customization. After analyzing several offers Pilat NAI's succession planning software has been selected due to its flexibility and cost-effectiveness.

3- The installation required 10% customization and did not require the full-time involvement of anyone at Dole. Only one HR person pulled the data from the payroll system into the succession plan database. The users access the program with a password assessing themselves on the four competencies. Once done, the system automatically informs their managers to verify the assessment, assess the over potential to get promoted and the risk of losing the user. This assessment then goes automatically to the division head and the HR.

4- All assessments are collected in one report to create a career development plan for each individual. Business unit leaders can be notified of potential candidates in other units to fill appropriate openings and opportunities. The system is also helping in the talent's gap identification to better manage the recruitment strategy.

---

[39] Rothwell, William J. (2005). Effective Succession Planning Book. *American Management Association International*

– Case two: McDonald's case study

McDonald's is one of largest and successful food service retailers in the world. They over 36000 restaurants operating in over 100 countries worldwide.[40] The company faced a crisis in 2002, because of the price wars in the fast food industry, and was obliged to close a number of underperforming restaurants. As a crisis response, they brought from retirement Mr. James R. Cantalupo[41] to lead the recovery of the company during the crisis. But unfortunately, he died in 2004 suddenly after a heart attack. His successor was Mr. Charles H. Bell[42], who after 6 months resigned after becoming terminally ill. The controversial question in this case is how McDonald's Survived the loss of Two CEOs in less than a year? The Answer resides in the company's exemplary succession planning process. The Company had a third CEO in the pipelines, ready to take the responsibility in such short notice and hard times. Mr. James Skinner[43], successfully continued the turnaround put in place by Mr. Cantalupo 16 months earlier, and he managed to drive the company to a new era of profitability.

The Share prices of the company tripled, reaching 102.22$ per share from being initially 12.82$ in 2003, and the company grew at an annual rate of 5%[44]. The astonishing part of this case, is that not only the company overcame the loss of two CEO's in less than a year, but succeeded to achieve better performance, and attained what Fortune Magazine described as "Golden age for the Golden arches"[45].

Mr. Skinner success as a CEO highlights the fact that McDonald's system of nurturing internal talent worked. McDonald's started to prioritizing and initiating its succession plan six years before Mr. Skinner was appointed CEO. The first beneficiary of the succession plan was Mr. Cantalupo in 2003, and Mr. Bell was shadowing him as chief operating officer and president, while he implemented the plan to recovery. But Mr. Cantalupo was preparing also Mr. Skinner, as he was part of the recovery strategy along with Mr. Bell, which prepared him to take the responsibility after Mr. Bell sudden illness.[46]

---

[40] McDonald's inc (2020) History.

https://corporate.mcdonalds.com/corpmcd/our-company/who-we-are/our-history.html

[41] Mr. Cantalupo was president of McDonald's International from 1987 to 1997. He retired in 2001

[42] In 2004, at 43 years of age, Bell became one of the youngest CEOs in the world when he replaced Cantalupo as president and CEO of McDonald's. He was also the company's first foreign CEO.
https://www.referenceforbusiness.com/biography/A-E/Bell-Charles-1960.html#ixzz7EvEPKQcP

[43] James Alan Skinner is an American business executive. He was the executive chairman of Walgreens Boots Alliance. He was the vice chairman and CEO of McDonald's Corporation. Skinner began his career with McDonald's in 1971 as a restaurant manager trainee in Carpentersville, IL.
https://mcdonalds.fandom.com/wiki/Jim_Skinner

[44] Skinner, James. (2020). Leading Authorities
https://www.leadingauthorities.com/uk/speakers/james-skinner

[45] Kowitt, Beth. (2011). Why McDonald's Wins in Any Economy. Fortune
https://fortune.com/2011/08/23/why-mcdonalds-wins-in-any-economy/

[46] Dewan, Shaila. (2012). McDonald's Says Its Chief Will Retire This Summer. The New York Times
https://www.nytimes.com/2012/03/22/business/mcdonalds-chief-jim-skinner-to-retire-this-summer.html

Afterwards, Mr. Skinner continued to develop McDonald's succession planning process. He implemented a corporate culture based on attracting and retaining the best talents, and held leadership development conducted by the company's executives. He believed that leaders should always prepare at least two potential successors, which allows companies to successfully survive forced succession due to unexpected events.[47]

[47] Jacobs, D.L. McDonald's recipe for success brought new CEO to the table. Forbes. https://www.forbes.com/sites/deborahljacobs/2012/03/22/mcdonalds-recipe-for-success-brought-new-ceo-to-the-table/?sh=1f01246c7373

References

References

- Accenture. (27 November 2020). Why including women in succession planning is a must. *Accenture.* https://www.accenture.com/in-en/about/inclusion-diversity/vaahini-women-succession-planning

- Alexandra. (2022). Talent Analytics: Overview and How to Get Started. *Harver.* https://harver.com/blog/talent-analytics/

- Aribisala, Foluso. (March 2021). HR Guide: Managing Talent and Succession Planning Using the 9-Box Talent Grid. *LinkedIn* https://www.linkedin.com/pulse/hr-guide-managing-talent-succession-planning-using-9-box-aribisala/

- Atwood, Christee Gabour. (March 2020). Succession Planning Basics Series: ATD Training Basics Series. Second Edition. Alexandria, VA: *Association for Talent Development (ATD).*

- Chiappetta, Clare. (2022). Succession Planning in a Post-COVID World. *HRCI Learning Center.* https://www.hrci.org/community/blogs-and-announcements/hr-leads-business-blog/hr-leads-business/2022/02/14/succession-planning-in-a-post-covid-world

- Conrad, Andrew. (2022). What is Talent Analytics? *Capterra.* https://www.capterra.com/resources/what-is-talent-analytics/

- Dewan, Shaila. (2012). McDonald's Says Its Chief Will Retire This Summer. The New York Times https://www.nytimes.com/2012/03/22/business/mcdonalds-chief-jim-skinner-to-retire-this-summer.html

- Gococo, Erlynn. (2021). Succession planning brought to the forefront. *Business in Calgary, OCT communications.*

- Juckett, Aaron. (March 2022). 9 Pros and Cons of 9 Box Succession Planning. https://www.esoppartners.com/blog/9-box-succession-planning

- Kowitt, Beth. (2011). Why McDonald's Wins in Any Economy. Fortune https://fortune.com/2011/08/23/why-mcdonalds-wins-in-any-economy/

- LeanIn.Org and McKinsey & Company. (2021). Women in the Workplace. LeanIn.Org and McKinsey & Company

- McDonald's inc (2020) History. https://corporate.mcdonalds.com/corpmcd/our-company/who-we-are/our-history.html

- McKinsey & Company. (March 2012). Women Matter 2012: Making the Breakthrough. McKinsey & Company

- McKinsey & Company. (2017). WM: Time to accelerate: Ten years of insights into gender diversity. McKinsey & Company

- McKinsey & Company. (2016). Women Matter: Reinventing the workplace to unlock the potential of gender diversity. McKinsey & Company.

- McKinsey Quarterly. (2017). How to accelerate gender diversity on boards. McKinsey Quarterly.

- Meinert, Dori. (June 2018). Succession Planning Is Easier Thank You Think. *SHRM.* https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/succession-planning-is-easier-than-you-think.aspx

- Olejniczak, Linda. (March 2021). HR's Role in Succession Planning. *Small Business Association of MICHIGAN (SBAM).* https://www.sbam.org/hrs-role-in-succession planning/#:~:text=The%20role%20of%20HR%20in.prevents%20potential%20misconceptions%20and%20rumors

References

- Orgvue. (2021). What are the benefits of succession planning. *Orgvue.* https://www.orgvue.com/resources/articles/what-are-the-benefits-of-succession-planning/

- Ratanjee, Vibhas. (2020). Redrawing Your Succession Plans in a World Disrupted by COVID-19. *GALLUP.* https://www.gallup.com/workplace/311924/redrawing-succession-plans-world-disrupted-covid.aspx

- Rothwell, William J. (2005). Effective Succession Planning Book. *American Management Association International*

- Rozon, Jennifer. (2021). Succession Planning in Your Post-Pandemic Talent Management Framework. *Forbes.* https://www.forbes.com/sites/forbeshumanresourcescouncil/2021/07/20/succession-planning-in-your-post-pandemic-talent-management-framework/?sh=19ee71055e19

- SIGMA Assessment Systems INC. Talent Progress Scorecard Template. *SIGMA Assessment Systems INC.* https://www.sigmaassessmentsystems.com/talent-progress-scorecard-template/

- SIGMA assessment systems INC. The benefits of coaching for succession. *SIGMA assessment systems INC.* https://www.sigmaassessmentsystems.com/the-benefit-of-coaching-for-succession/

- Skinner, James. (2020). *Leading Authorities* https://www.leadingauthorities.com/uk/speakers/james-skinner

- TALENTGUARD. How to Design a Succession Planning Template. *TALENTGUARD* https://www.talentguard.com/blog/how-to-design-a-succession-planning-template

- Tyler, Kathryn. (2022). Succession Planning Is Critical in Uncertain Times. HR Magazine spring 2022. *Society for Human Resource Management (SHRM).* https://www.shrm.org/hr-today/news/hr-magazine/spring2022/pages/succession%20planning%20is%20critical%20in%20uncertain%20times.aspx

- Winder-Adams, Mardi. (2020). The Importance of Early Leadership Coaching in Succession Planning. *Training Industry.* https://trainingindustry.com/articles/leadership/the-importance-of-early-leadership-coaching-in-succession-planning/

- Workforce Group. (April 2022). Build to Last: Succession Planning Steps for Your Organization. Workforce Group. https://workforcegroup.com/succession-planning-steps-for-your-organisation/